







ALL HANDS

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• **FRONT AND BACK COVER: SYMBOLS OF THE SEAGOING SERVICE**, representing the precision, pride and tradition that helped mold our modern Navy. From sextants to sonar, the tools of a sailor are almost valueless without the expert knowledge and training of the people who use them—U. S. Navymen. Cover designs by DMI Norman C. Butman, USN.

• **AT LEFT: DESTROYER ESCORT SHIP AT DAY'S END—USS Stein (DE 1065) prepares for a night at sea.** The beauty of an ocean sunset is depicted in this photo by an unidentified Navy photographer.

RSG LINES OF COM PATHS OF ACTI

The Impact of Retention Study Groups is Bringing Changes and Improvements

A LOT OF THINGS have been happening in the Navy during the past couple of years. Policy changes ranging from updated haircut regulations to more generous liberty periods to downgrading of certain command billets have been put into effect, numerous pilot programs have been conducted to test the feasibility of various proposals for Navywide application, and suggestions for additional changes continue to flow in at an unprecedented rate.

A liberal postdeployment leave policy has been established, several of our larger ships have special "habitability divisions," Navy men are permitted to wear beards and longer hair and sideburns, a new dress uniform for POs and below will begin phase-in next year, lieutenant commanders have become COs of some aviation squadrons, civilian clothes are authorized aboard ships, enlisted people are allowed to wear dungaree uniforms to and from work, and a Personnel Exchange Program with foreign navies has been started—just to name a few.

This is not to say that constructive change is a new phenomenon in the Navy—it is not. Ever since its beginning the Navy, as part of the larger American society, has been changing to accommodate conditions prevailing in national and international situations—including defense needs, public attitudes, and the satisfaction and well-being of its own people. No, change is nothing new in the Navy; what is new is that seldom, if ever, before in its history have so many changes been made so rapidly. One of the main

reasons for this is a relatively new concept labeled Retention Study Groups (RSGs).

SHORTLY AFTER Admiral Elmo R. Zumwalt, Jr., assumed command as Chief of Naval Operations on 1 Jul 1970, he released Z-gram 2 (see box) citing retention as the Navy's most serious problem and announcing the first in a series of RSGs which was scheduled to meet in Washington later that month. This Z-gram was the tangible result of an idea which predated by a few months ADM Zumwalt's assumption of command as CNO.

Shortly before he left Vietnam and his post as commander of our naval forces there, ADM Zumwalt talked with several Navy men of all ranks and rates about the Navy and what they thought were some of its problems. Among these men were two junior officers whose several suggestions served as the inspiration for his subsequent idea to convene a few RSGs as a means of uncovering problems and arriving at possible solutions.

AS THE IDEA DEVELOPED further, it was decided that a series of short study groups would meet in relative seclusion to "brainstorm" ideas aimed primarily at improving the overall quality of Navy life, thereby improving morale and—as a by-product—reversing the trend in the Navy's then-lagging retention rates. One important aspect of the original idea was to avoid any effort to staff or screen suggestions.



MUNICATION AND ON IN TODAY'S NAVY



and, as the program evolved, ADM Zumwalt continued to insist that presentations made to him not be prescreened and that no recommendations be dropped or scrapped because of objections which might be raised by preliminary staffing.

On 20 Jul 1970 the first RSG, comprised of officers selected from the aviation community, convened at the Center for Naval Analyses in Washington. This group included young officers who were definitely getting out of the Navy, others who were undecided, and some who had committed themselves to naval careers. This was to be the first in a series of five or six officer study groups drawn from each of the major type commands, according to original plans.

WHEN THE WORD about RSGs reached the fleet, however, the interest it generated—among Navy people of all rates, ranks, specialties and situations—made the program's expansion not only feasible, but necessary. Soon thereafter, it was decided that various enlisted RSGs, comprised of Navy men and women representing certain cross-sections and special interest groups, would also be assembled. The Bureau of Naval Personnel quickly responded by providing enlisted detailers to chair these RSGs and by including background briefings for all groups in order to bring them up to date on current legislative initiatives.

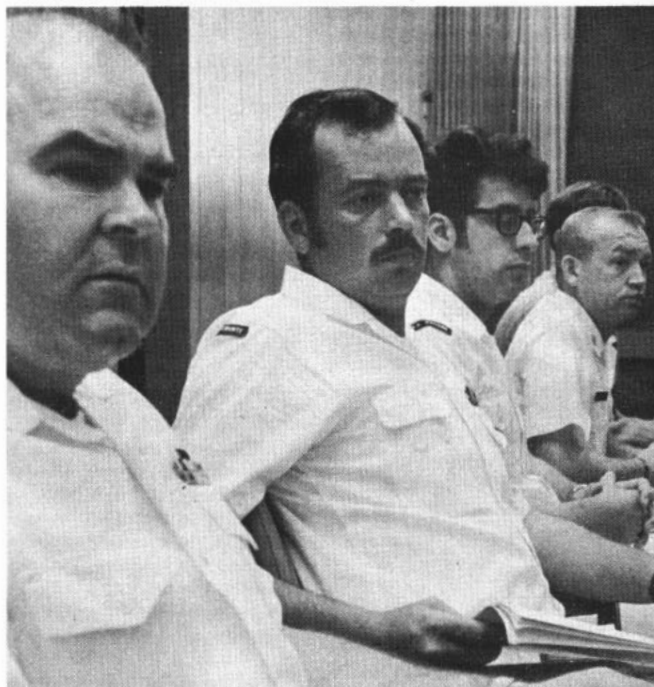
Thus an idea which resulted from informal discussions about the Navy's problems by those who know them best—its people—has evolved during the past couple of years as one of the most responsive, productive and dynamic programs in the Navy's history for improving the quality of life it has to offer, enhancing the morale of its people, and increasing retention rates. A close look into its operation may help explain why.

ONCE A DECISION has been made concerning which Navy community will be represented in the next RSG, the procedure for selecting the group's members is relatively simple. A message is sent to fleet commanders announcing the particular RSG to be convened and defining the mixture of people—in terms of rank, rate, time in service and similar criteria—being sought. Given this guidance, individual commands are asked to select representatives. These people are then given TAD orders to Washington for about one week.

(After the first five RSGs had met, ADM Zumwalt decided that, in order to understand more fully the problems facing Navy people, the views and recommendations of Navy wives also should be included. Beginning with the next RSG, wives accompanied their husbands, thus doubling the size of these groups and the number and variety of recommendations. At the end of the week, wives presented their views and suggestions as part of the briefing to CNO. Both officer and enlisted wives were included in the next eight groups and made a large number of viable proposals that covered a wide range of topics.)

WHAT HAS NOW BECOME STANDARD PROCEDURE and format for current RSGs was developed, as

might be expected, through a constructive process of trial and error. The first group (aviation officers) spent their first couple of days in heated discussions probing what its participants felt was wrong with the Navy. Gradually the group decided that the most effective use of CNO's time—and their own—would be not to provide exhaustive, if eloquent, speeches on what was wrong, but rather to look for possible solutions and try to present discreet, reasonable and workable recommendations addressing specific problems. Realizing also the importance of presenting their recommendations in a way that would enable CNO to act on them, the group began to organize their



Officers and enlisted Navy men work together discussing problems, proposing changes and formulating methods to bring about overall improvements.



complaints into categories, define specific problem areas within these categories, and develop specific and detailed recommendations.

At the end of their week of meetings, members of the first RSG assembled in the Secretary of the Navy's conference room—which was also to become standard procedure for subsequent groups. ADM Zumwalt requested that the briefing be attended by those senior flag officers in the Washington area who were concerned with personnel matters. The Secretary, Under Secretary, and Assistant Secretary of the Navy for Manpower and Reserve Affairs were also invited and have since attended many of the study group presentations.

DURING the hour-long presentation, members of the aviation officers' group explained and advocated each of their recommendations, which ranged from the peripheral to those of Navywide importance. ADM Zumwalt interrupted occasionally to clarify points and at times there were discussions on certain matters, but for the most part the group tailored its presentation to include a maximum number of suggestions in the time allocated.

Following the briefing, the admiral reviewed each of the recommendations and indicated what action should be taken. CNO/VCNO Action Sheets, more commonly known as "green stripes," were then issued and, as staffing progressed, many of the recommendations were put into effect.

This general format developed through the first RSG's trial and error process was, by the end of that week, so effective that it was adopted—with a few modifications to smooth over some minor kinks—for subsequent groups. Today's RSGs begin their week of meetings with a background briefing—given by an officer who covers the legislative process and the status of Navy-sponsored legislative proposals. The briefing has proven to be an effective time-saver by eliminating time lost on consideration of ideas already well into the legislative process. At the same time, it provides the RSGs a comprehensive view of ongoing actions.

EQUIPPED WITH THIS BACKGROUND information, RSG members then begin citing problems, discussing possible solutions, and organizing their recommendations for final presentation to CNO, various other flag officers and civilian officials, and—since the majority of recommendations are usually related to personnel policies—the Chief of Naval Personnel.

What happens then, and where do all these recommendations go after they've left the RSGs which developed them? First of all, it's important to note that all recommendations, no matter how trivial or unfeasible they might initially appear, are given careful consideration. And, if the procedure for processing RSG recommendations (as described below) appears overly complicated, it's because so many factors—necessary funds, avoidance of repetition, ensuring that recommendations made by a particular RSG, if put into practice, would be equitable for all Navy people—must be considered before final action can be taken.

After an RSG presents its recommendations to CNO, ChNavPers, and other Navy officials at the briefing, ADM Zumwalt usually indicates then what action he wants to take on various recommendations. The RSG then presents its suggestions to cognizant authorities in BuPers at a meeting that is designed to be primarily an exchange of ideas and information rather than a formal briefing.

Then, Lieutenant Commander Donald G. Gentry, recently appointed CNO Fellow and more recently as Chairman of Retention Study Groups, and staff members of the Special Assistant to the CNO/VCNO for Decision Coordination (OP-09C) begin researching a computerized data base. This includes information on all previously issued green stripes and what actions have been taken in the past which relate to the most recent RSG recommendations. All those which have not been previously addressed are presented to ADM Zumwalt for his decision on what action to take.

FOR RECOMMENDATIONS that CNO decides to pursue, green stripes are drafted and issued to action officers such as Chief of Naval Personnel, Chief of Navy Material Command, and Chief of Naval Training. Action required may take one of several forms, including:

- "Do it now" (e.g., change the name of the BT rating from Boiler Tender to Boiler Technician).
- Evaluate the recommendation, considering any alternatives and costs involved, and—if judged feasible—provide a plan of action and milestones for putting it into effect.

- Provide a memo for CNO which explains the current problem which resulted in the recommendation.

Once action sheets are issued, they're automatically followed by the Special Assistant to the CNO/VCNO for Decision Coordination.

RSG recommendations that are acted upon at the Washington level result in Z-grams, pilot programs, proposed legislation, changes to instructions and similar methods of effecting change. Those which can be more properly and effectively handled at the local level are relayed to commanders in chief, type commanders and commanding officers by personal letters



or messages from CNO and through various media such as Flag Officer and VCNO Newsletters.

As an example, let's follow an actual recommendation through various stages of its development. On 18 Oct 71, the Boiler Technician RSG submitted the following recommendation at the end of its session: "Commence regular publication of an MM/BT/BR Career Information Newsletter similar to the one issued for TMs, STs and certain other technical rates."

IN RESPONSE, CNO/VCNO Action Sheet 879-71 was sent to ChNavPers on 30 Oct requesting that he review this recommendation from his perspective. This review included such things as identifying resource requirements—primarily the money, if any, and manpower necessary to do the job—finding the means to meet these requirements and, if the program was then judged feasible, providing an appropriate plan.

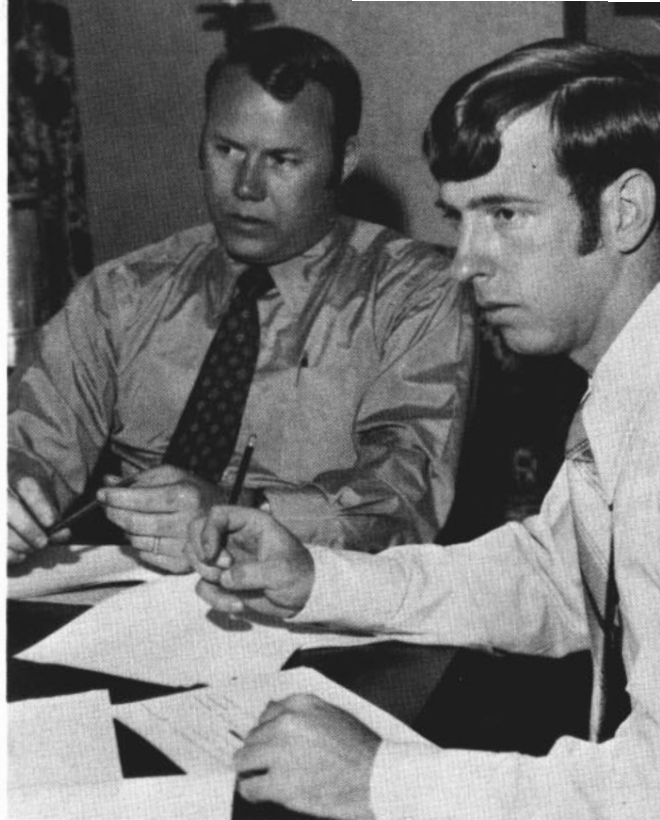
After the situation was carefully reviewed by cognizant authorities in BuPers, ChNavPers responded on 22 Dec by announcing that, as a stopgap measure to fill the urgent need for such a newsletter, an MM/BT/BR letter was published in November. He went on to say that, in the interest of controlling the proliferation of newsletters originating from BuPers, a single publication was being developed which would incorporate all previously published enlisted personnel newsletters in addition to some new ones proposed by various detailers. This publication would first appear in early 1972, would be similar to the Officers' Personnel Newsletter, and would be published quarterly.

THE FINAL RESULT: LINK, the first Enlisted Personnel Distribution Bulletin, was published this March and distributed to the fleet in April. Published at the rate of one copy for every 10 men, LINK provides a single source of valuable assignment information—including articles written by individual detailers discussing problems of their particular rating group, a series of articles explaining the Navy's assignment process, and various duty preference "hints" to help Navymen communicate with their detailers—and it also provides a direct link (hence its name) between enlisted people and their representatives in BuPers.

Thus, what began as one recommendation from one RSG evolved into action even more sweeping than that originally proposed. Not only did BTs and other technical ratings get the bulletin they requested, but Navymen in other ratings as well now have increased access, through LINK, to pertinent assignment information and BuPers was able to convert the original idea into an appropriate vehicle for consolidation of all its previously independent newsletters.

Since the summer of 1971, the emphasis of RSGs has shifted somewhat to examining problems uniquely affecting certain critical ratings and officer communities. In addition, separate groups composed of junior, middle grade, and senior officers have met to review and evaluate various changes that have occurred within the Navy.

WHAT HAVE RSGs ACCOMPLISHED, and how successful have they been? As one indication of their



LCDR D. G. Gentry, Chairman, Retention Study Groups and LT G. W. Dye, BuPers Coordinator, RSG.

wide-ranging effectiveness, the lives of all Navy people—first-termers and career people alike—and their dependents have, at one time or another and in one way or another, benefited from recommendations submitted by RSGs. Charter flights for dependents, a more liberal leave policy, increased responsibility for Navy people of all ranks, more accessible lines of communication throughout the Navy, policies designed to minimize personnel turbulence and family separations—these are just a few of the many recent initiatives resulting from study groups.

Z-grams, the majority of which address problems of all Navy people and establish new policies or programs intended to eliminate them, are often inspired by RSG recommendations. Z-gram 57, one of the more well-known, emerged as a composite of related recommendations proposed by several different study groups, as the accompanying chart shows.

Keep in mind the fact that this chart represents only those recommendations which have resulted in action and that the achievements listed are results of recommendations from only 10 of the 30 RSGs that have met at the time of this writing. Considering these factors, it's not hard to see that RSGs are extremely effective and productive as a method for soliciting constructive suggestions.

The success of RSGs can be even further substantiated by a look at statistics. In a little more than a year after the program started, RSGs submitted more than 100 recommendations, many of which were later converted to Navy policy. The fact that the quality of Navy life has improved—and that Navy people have been responding to these improvements—can hardly be disputed, particularly when you look at one of the best indications of morale—retention.

A RECENT REPORT from USS *Constellation* (CVA 64) concerning retention is typical of many others originating from commands throughout the world, both at sea and ashore. *Constellation* reported that 24 of her crewmen had recently reenlisted for a total of 105 years' additional duty; that during her current WestPac deployment, 36 per cent of her eligible first-termers reenlisted—hitting a high point in March when 64 per cent of them shipped over—and that in March the ship's reenlistment rate for career people was 100 per cent.

Though seemingly on a less dramatic scale, figures like those are also reflected for the entire Navy population, as the accompanying table indicates. With the exception of one officer group, retention rates for Navy people have increased dramatically between fiscal years 1970 and 1972, and—perhaps the most significant statistic of all—between FY 70 and FY 72, the reenlistment rate for first-term Navymen has more than doubled. How successful have Retention Study Groups been? More so than anyone expected.

WITHIN DAYS after he became Chief of Naval Operations, Admiral Elmo R. Zumwalt, Jr., issued Z-gram 2. In this, his first "policy" Z-gram, Admiral Zumwalt cited retention as the problem of greatest concern and created retention study groups as part of the solution. The text of Z-gram 2 follows.

"No other problem concerns me as deeply as reversing the downward trend of Navy retention rates and I am committing myself to improving the quality of Navy life in all respects and restoring the fun and zest of going to sea. In order to expand the avenues through which young officers and men can express their views and to guarantee consideration of these views at the highest level, I have appointed a special assistant for retention who will chair a continuing study group at the Center for Naval Analyses composed exclusively of young officers and enlisted men representative of all branches of the officer corps and a cross-section of enlisted ratings. This group will be encouraged to review any policies or practices which bear on retention and morale, and their recommendations and reports will be presented directly to me as well as to other key Navy officials on a regular basis.

"I intend to rotate representative groups of junior officers and enlisted men from the major surface, aviation and submarine communities through the study group, in order to surface those current views and recommendations from the fleet which appear to represent consensus. These views and the perspective they reflect will be of great value to me as I begin an in-depth review of current policies.

"This effort will in no way duplicate or diminish the importance of ongoing efforts to improve Navy retention, but rather this council will permit me to keep personally apprised of the views of junior officers and enlisted men, and will make clear the importance which I attach to the concerns of young men throughout the Navy."

ENLISTED RETENTION RATES

	FY 70	FY 71	FY 72*
First Term Reenlistments	10% **	17%	23%
Second Term Reenlistments	69	77	80
Total Reenlistments	27	39	43

OFFICER RETENTION RATES

Surface Officers	16	17	14
Nuclear Submarine Officers	33	33	41
Pilots	25	27	34

* FY 72 percentages based on reenlistments up to March 1972.
** Percentages are based on total number eligible for reenlistment.

IN ITS ORIGINAL CONCEPTION, the idea creating retention study groups included only a series of five or six officer study groups drawn from each of the major type commands. When the RSG program was announced, however, the overwhelming Navywide response generated the idea of further expanding the program by convening equivalent groups of enlisted people and assembling study groups from a variety of special interest groups within the Navy. Between July 1970 and June 1972, 30 RSGs have met and submitted more than 1000 recommendations. These RSGs, listed in order of their meeting, are as follows.

Aviation Officers
Destroyer and Mine Force Officers
Amphibious and Auxiliary Officers
Submarine Officers
POW/MIA Dependents
Aviation Enlisted
Service Force Enlisted
Amphibious Forces Enlisted
Black Officers
Medical Department
Black Enlisted
Submarine Enlisted
Destroyer and Mine Force Enlisted
Civil Engineer Corps and Technical Specialists
Warrant and Limited Duty Officers
Supply Corps and Judge Advocate General Corps
WAVE Officer and Enlisted
Active Reserve Officers
UDT and SEAL Officer and Enlisted
NROTC Midshipmen
Minority Women Officer and Enlisted
Critical Enlisted Rating (BT)
First Feedback Group (Junior Officer Review)
Commanders (O-5) Review
Lieutenant Commanders Review
Captains Review
Critical Enlisted Rating (MM)
Surface Warfare Officers
Critical Enlisted Rating (RD)
NAS/NAVSTA Junior Officers

—Report by JO2 Jim Trezise, USN

RSG ACHIEVEMENT CHART

THE CHART BELOW lists some of the achievements associated with recommendations by various retention study groups. Some RSG recommendations served as the inspiration for Z-grams (as indicated), some resulted in pilot programs designed to test the recommendation's feasibility as a Navywide policy, and others produced changes on a strictly local level. Recommendations from each RSG ran the gamut from policies which affected only men or women of their particular community to those affecting all Navy people. Some achievements listed below were in development prior to being recommended by a retention study group but are listed to show the full range of topics considered by the groups. The numerous achievements associated with this program, listed under the particular RSG which made the recommendations, are as follows:

AVIATION OFFICERS



- ✓ Junior officer shiphandling competitions were announced and initiated (Z-gram 31).
- ✓ Officer club policies were revised to permit women, without escorts, in all clubs at least once weekly. Casual wear or flight suits are permitted in one room of all clubs, and five junior officer "Rock Clubs" were started (Z-gram 30).
- ✓ At naval air stations, transient aircraft are to be met by an officer or chief responsible for providing services (Z-gram 10).
- ✓ Beer machines are authorized for BOQs and senior BEQs (Z-gram 35).
- ✓ As a pilot program, self-help squash courts and handball courts are being built at two bases to determine usage.
- ✓ The 16-knot SOA limit on ships returning from deployments has been lifted.
- ✓ Reenlistment ceremonies have been upgraded (Z-gram 32).
- ✓ Several patrol gunboats have been deployed to the Mediterranean.

- ✓ Hours at principal CONUS and overseas commissary stores have been extended (Z-gram 39).
- ✓ Motorcycles are allowed on all bases (Z-gram 57).
- ✓ Tropical Khaki with ribbons has been authorized for wear in the Washington, D. C., area.
- ✓ A goal of six months has been established as the minimum time between overseas deployments.
- ✓ Dependent charter flights were established (Z-gram 06).
- ✓ The CO/XO billets of four aviation squadrons were downgraded.
- ✓ The CO/XO billets of one destroyer squadron were downgraded.
- ✓ Verbal commitments from detailers are now followed by serialized written commitments.
- ✓ LT/LCDR/CDR detailer billets were upgraded by one rank.
- ✓ All units scheduled for decommissioning are visited by a BuPers detailing team.
- ✓ The policy of releasing Reserves from active duty at the end of their contract was changed. Reserve officers now follow the resignation procedures of Regular officers.
- ✓ Navy exchange and commissary purchasing boards were established at major exchanges and commissaries (Z-gram 33).
- ✓ The CNO Scholar Program was established; 10 officers a year are selected for postgraduate study at U. S. or foreign universities (Z-gram 86).
- ✓ A legislative status report was issued and periodic SitReps in ALL HANDS will follow (Z-gram 85).
- ✓ The BA/BS program was extended to include warrant officers, limited duty officers, Supply Corps officers and restricted line officers.

✓ Fifty per cent of all awards boards are comprised of junior officers; processing time was reduced to 60 days; and a Fast Action Awards Procedure was established (Z-gram 49).

✓ Some collateral duties were eliminated (Z-gram 14).

✓ It was stated that not less than 50 per cent of ship's personnel should be on leave during the 30-day stand-down period following deployment (Z-gram 13).

✓ CNO SitReps are being regularly sent to fleet units (the fifth of these has been distributed).

MEDICAL CORPS



✓ A pilot program was established at Bremerton to determine the feasibility of using dictation machines and a secretarial pool to reduce physicians' administrative workload.

✓ Additional funds were provided to BuMed for improvement of examining rooms and out-patient clinics.

✓ The Chief, Bureau of Medicine and Surgery sent a letter to commanding officers of each hospital and dispensary "advertising" Bethesda's inspection policy.

✓ A pilot program, in which a computer provides physicians with total patient profiles, is being conducted at Brunswick, Maine.

✓ The Chief, Bureau of Medicine and Surgery sent a letter to all medical facilities asking COs to ensure interservice medical cooperation.

✓ Those Nurse Corps officers identified as specialized team members by BuMed will be considered outside normal rotation procedures.

✓ Centralized detailing for all HM NECs was completed.

✓ Physicians were made ineligible for early-outs.

✓ Legislation was introduced in Congress to grant dependent status to husbands of female officers. The Navy and the Department of Defense have given this legislation strong support.

✓ Graduates of the Ward Administrative Tech School are filling clerical billets in wards.

✓ Several messages have requested increased use of shipboard doctors in local dispensaries and hospitals.

✓ Each medical facility has designated a Health Benefits Officer who attends a CHAMPUS Benefit Conference conducted at BuMed.

✓ The frequency and scope of officer physical examinations was changed to reflect more modern requirements.

✓ BuMed established a six-month "Nurse Practitioner" program.

✓ A more liberal leave policy for Medical Corps interns and residents was established.

AMPHIBIOUS ENLISTED



✓ To permit earlier selection of top performers, a 15 per cent deep-selection opportunity will be used by warrant officer selection boards.

✓ The Transfer Manual was changed to indicate that waivers can be granted to outstanding performers for every Navy program.

✓ BuPers Manual will be revised to more clearly define and reemphasize the process through which Navy people can be discharged at overseas locations.

✓ One additional billet for a minority officer was established at each main Navy recruiting station.

✓ A more liberal grooming policy was announced (Z-gram 57).

✓ Policy guidelines were drawn up to prohibit most inspections during the period 30 days before and 45 days following a deployment (Z-gram 78).

✓ A NavOp was released requesting that inspections be combined where feasible and conducted on an unscheduled basis (Z-gram 67).

✓ Vietnam volunteers are given housing on a preferential basis.

✓ A Physician Assistant Program has been established which includes an opportunity for advancement to warrant officer status.

AMPHIBIOUS/AUXILIARY OFFICERS



✓ SecNav and CNO appointed environmental czars to coordinate the Navy's antipollution efforts.

✓ Many changes were made to OCS, including: haircut regulations were changed to reflect the new CNO policy; civilian clothes were authorized; marching between classes is required for only the first half of the course; instructor quality is being upgraded; course content is being updated.

✓ A pilot program at two recruit training commands established a "merit-award" system to minimize harassment of recruits while maintaining a high level of training.

✓ An officer swap system was started (Z-gram 56). It has since been discontinued due to inadequate officer inputs. Swaps are being considered on a case-by-case basis now.

✓ Navy Show Bands East and West were formed to provide greater coverage of naval stations and afloat units.

✓ Navy people have the option of being paid by cash or check (Z-gram 40).

✓ CinCLantFlt and CinCPacFlt are conducting a 10-ship pilot program eliminating the smooth deck log for 12 months.

✓ Ships are required to go "cold iron" for 30 days after return from an extended deployment (Z-gram 50).

✓ The Human Relations Project is using civilian films, books and related material in developing the Navy's Drug Education Program.

✓ The office of Wives' Ombudsman was established at every base (Z-gram 24).

✓ An article was published in the Flag Officer's Newsletter stressing the need to maintain a flow of information to wives.

✓ An article was published in the VCNO Newsletter discussing problems associated with administration of

Welfare and Recreation funds. The Special Services Manual was changed, requiring that the Welfare and Recreation Committee report directly to the ship's CO.

✓ Some X- and R-rated movies are distributed by the Navy Motion Picture Service.

BLACK OFFICERS



✓ Two NROTC units at predominantly black colleges were established in September 1971, one at Southern University, the other at Savannah State College. Two additional NROTC units have been authorized for establishment at Florida A & M and North Carolina Central University in September 1972.

✓ Filipinos are now recruited as seamen rather than stewards' mates.

✓ A Minority Officer has been assigned to each of the Navy Recruiting Districts to advise in matters concerning minority recruitment.

✓ Commander Navy Recruiting Command has sent letters to the presidents of 69 predominantly black universities expressing concern and indicating a need for more black officers in the Navy.

✓ A black advertising firm was hired to develop minority group advertising and recruiting material. A mailer was recently developed and distributed to over 10,000 black women college graduates. The brochure contained pictures and facts about the opportunities of being a Naval officer.

✓ The Minority Affairs Office is currently conducting a project to encourage minority enlisted women to apply for the college in-service programs leading to a commission as a Naval officer.

✓ An interim goal of five per cent black midshipmen by 1974 at the Naval Academy and 10 per cent by 1978 has been established.

✓ Black officers have been assigned to the BuPers Minority Affairs Office.

✓ Project BOOST has been expanded with a goal of 200 students by June 1973.

✓ Officers must be evaluated on their fitness reports in the area of equal opportunity.

✓ All PCO/PXO classes at Newport are briefed on current efforts and philosophy in race relations and minority affairs.

(Implementation of changes as they relate to enlisted personnel in minority groups of the Navy will be covered in a forthcoming issue.)

DESTROYER/MINE FORCE OFFICERS



✓ Ney Award type competition is being established for officers' clubs.

✓ A pilot program was started in Tidewater, Va., to integrate all area medical facilities under management authority of one medical officer.

✓ Foreign-made automobiles are serviced by Navy exchange gas stations.

✓ A 10-day limit was established for the processing of travel claims (Z-gram 43).

✓ Radical reductions were made in afloat staffs.

✓ Legislation to provide for the involuntary retirement of twice passed-over senior officers has been forwarded to SecNav as part of a Proposed Officer Management System.

✓ An article was published in the Flag Officers' Newsletter asking flag officers to reduce pressure associated with their visits to afloat units.

✓ A permanent committee was established for continued review of the 3-M System.

✓ As a pilot program, microfilm storage of selected publications and directives is being conducted aboard a representative sample of ships.

✓ A system was created to provide a mechanism for the reporting of grossly overpriced Navy Stock Fund items to FMSO Mechanicsburg, (FMSO Inst. 9200.1).

✓ After a comprehensive review, the number of COM-TAC publications aboard ships was reduced by 17.4

per cent. Further efforts should result in a 27 per cent reduction.

✓ A pilot program, using harbor pilots to increase junior officer shiphandling experience, was initiated in Charleston. The program was very successful and guidelines were sent to CINCLANTFLT and CINCPACFLT for the creation of similar programs.

✓ A BuPers detailee phone watch until 1930, Monday through Thursday, was started for junior officers.

✓ An annual officer billet listing was distributed (Z-gram 53).

✓ Nine LT billets have been established for "special assistant" jobs in the Washington area.

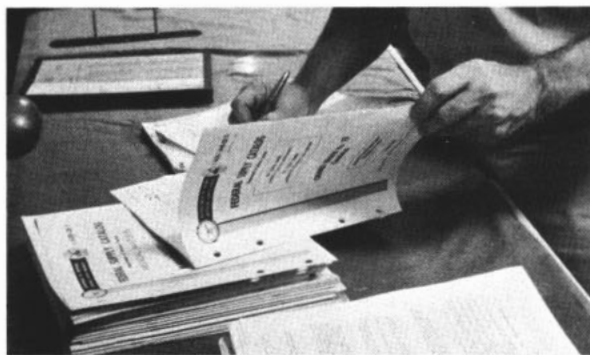
✓ About 99.6 per cent of all orders contain authorization for 30 days' leave.

✓ COs are required to provide copies of fitness reports to all officers W-1 through O-3 upon their detachment. BuPers will furnish copies of an officer's last five fitness reports (Z-gram 84).

✓ Changes were made in the leadership curricula at OCS, ROTC and USNA to reflect modern management techniques.

✓ Special telephone lines were installed at BuPers to help officers contact their detailers.

JAG/SUPPLY CORPS OFFICERS



✓ Each supply officer will be provided a copy of "It's Your Career."

✓ The Supply Corps Officer Directory will be sent to all officers.

✓ The validity of augmentation offers will be extended until 90 days prior to completion of active duty for JAGC, Nurse, CEC and SC officers.

✓ Legislation was forwarded to permit all officer communities to have below-zone selection opportunity. It would remove the present five per cent limitation on below-zone selection of line officers. It would also

permit below-zone selection of LDOs, women and Reserves.

✓ Correspondence was initiated to fill the two AJAG billets with flag officers.

✓ A new pamphlet, "It's Your Move," was issued.

CEC/ENGINEERING DUTY OFFICERS



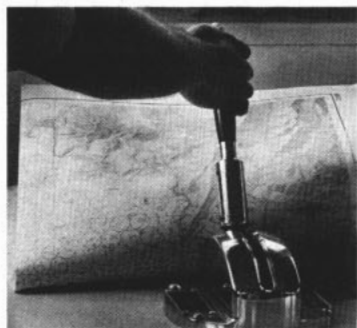
✓ Fifty-six OPNAV URL billets and 39 NAVSHIPS billets have been identified for cross-detailing within URL/RL/CEC community.

✓ At OCS one 11xx instructor billet has been deleted and replaced with a 51xx billet.

✓ A CEC Officer Exchange Program with the Army is being established for three CEC LCDRs who will serve two-year tours with the Army.

✓ An article was included in the Officer Personnel Newsletter publicizing the policy determining those men who will be retoured in Vietnam.

DESTROYER/MINE FORCE ENLISTED



✓ A message was sent to CinCLantFlt, CinCPacFlt and CinCUSNavEur concerning the problems of shipboard pest control.

✓ A NavOp was issued to amplify Z-gram 57 (Z-gram 70).

✓ Navy men who serve as craftmasters of independent

units are authorized to wear a new insignia.

✓ A CNO "Sailor of the Year" contest has been established.

✓ A NavOp was released stating that when an individual's pay is docked because of a previous overage, the person will never receive less than 50 per cent of his normal paycheck.

✓ The Librarian Newsletter will concentrate on the problems and needs of shipboard librarians.

✓ A NavOp was released encouraging commands to establish MARS stations.

✓ A NavOp required commands to notify individuals prior to termination of their "Q" allotment.

✓ As a pilot program Navy Housing Offices will remain open on Saturday and Sunday to determine usage.

SUBMARINE OFFICERS



✓ The manning level of submarines in overhaul was increased by one nuclear trained officer and 10 enlisted billets, seven of which were nuclear.

✓ Two additional junior officer detailers were ordered to submarine detailing desk.

✓ Submarine detailers are personally contacting junior officers six months prior to rotation date and after completing the Engineer Examination to determine their desires for next assignment.

✓ A Submarine Officer Command Motivation Board was convened to determine changes needed to enhance command appeal.

✓ The Human Resource Development Project (Pers-Pc) is developing a leadership program which can be used in PCO/PXO courses.

✓ Billets for implementing the 4th watch concept on nuclear submarines and to provide 14 additional billets on each 637-class SSN were programmed for FY 72. A pilot program was established on two nuclear subs.

✓ A 40 per cent reduction in schedule changes was

requested of each Type Commander.

✓ The need to provide SSBN officers with additional shiphandling and ASW experience was relayed to ComSubPac and ComSubLant.

✓ An article in the VCNO Newsletter provided guidance for improved operation of day care centers at all installations where they are currently established.

✓ Navy wives are allowed to attend classes at the Naval Post Graduate School on a space-available basis.

✓ Hospital and dispensary pharmacies carry a wide range of birth control pills.

AVIATION ENLISTED



✓ The Navy will shift to a single-uniform concept with all Navy people wearing the basic CPO uniform.

✓ The availability of over 100 USAFI graduate level courses was publicized in ALL HANDS.

✓ The number of ADCOP student billets will be expanded from 500 to 1500 by 1973.

✓ Advancement examination percentile rankings will be furnished on the examination result card; additional information will be furnished in ALL HANDS and NAVY TIMES.

✓ The age and time-in-service requirements for the Warrant Officer Program were expanded (Z-gram 81).

✓ A separate E-6 and below evaluation was developed.

✓ A NavOp was released encouraging commands to send their people to Class "A" schools.

✓ Curriculum at the CPO Academy was modified to include more emphasis on management techniques.

✓ An article was published in the VCNO Newsletter indicating the usefulness of a Habitability Division for the larger ships.

✓ Additional Navy surplus T-34Bs were made avail-

able to military flying clubs with a significant number of Navy members.

✓ Separate advisory groups were established for each petty officer section of EM clubs.

✓ Weekend liberty authorization was extended to 96 hours.

✓ Out-of-bounds restrictions were eliminated (Z-gram 57).

✓ As a pilot program, alongside beer gardens are being tested in the Pacific.

✓ People conforming to Navy haircut and dress standards are allowed in other service facilities.

✓ Dungarees are authorized to and from work (Z-gram 57).

✓ A standardized Navy auto decal has been developed (OpNav Inst 5560.10).

✓ Navy Exchange Convenience Stores were established at 22 additional facilities.

✓ Naval Facility Engineering Command has provided bases with plans for trailer park modules which can be built on a Self-Help basis (OpNav Inst 11101.35).

✓ A program has been developed to encourage visits to the Legal Assistance Officer.

SERVICE FORCE ENLISTED



✓ Improvements were made in the ARI/GCT examination procedures.

✓ New construction fitting-out will be done in the ship's home port whenever possible.

✓ Colored motorcycle helmets were authorized (Z-gram 57).

✓ Civilian clothes were authorized Navywide (Z-grams 68 and 92).

✓ Wives will provide input on the design of Navy housing at the 30- and 60-per cent design completion points.

✓ Measles and mumps shots are being given at Navy hospitals.

Understanding The **LEGISLATIVE PROCESS** *And How Our Laws Are Made*



The U. S. Capitol

SHORTLY AFTER TAKING over as CNO, Admiral Elmo R. Zumwalt, Jr., initiated a program of meetings by Retention Study Groups, getting together to discuss mutual problems and ideas for improving life in the Navy. The idea sparking this effort was to study possible solutions and present recommendations on which CNO and SecNav could take action.

In the briefings that followed the work of the Retention Study Groups, it became obvious that certain factors were involved which were not well understood.

- First, many of the recommendations required the approval and action by higher authority—the Department of Defense, Congress and the President.

- Secondly, when such approval and action were necessary, the members of the Navy family were not informed on the legislative process that was involved.

The failure to understand this has led to misunderstandings, confusion, and some irritation.

Think back over your own career. How many times have you seen headlines indicating such things as an increase in sea pay, BAQ, or fringe benefits? Remember how hopes would rise, and plans would be made, perhaps, on how to spend the money. But as much as a year might pass and the headline had not yet come true.

You might have felt that the Navy, or the “establishment” had let you down. The end result leads us to the conclusion that the lack of understanding of the legislative process can lead to a sense of false hope, or anxiety, or dissatisfaction.

CONGRESS HAS RECOGNIZED that the average citizen should be well informed so that he may better understand what he reads and hears about the legislative process. To that end, the House of Representatives has authorized the revision and updating of a docu-

ment entitled "How Our Laws Are Made." For those who are interested in the details, see the box elsewhere in this report.

Here is a capsulized rundown on the legislative process for the general Navy audience, to give you a better understanding of the legislative process—and its why's and wherefore's. It may help to prevent the raising of false hopes and lower the occasional sense of frustration.

Starting off, our Constitution provides for three branches of Government—the Legislative, that is, the Congress—the Executive, the President and the executive agencies under the President—and finally, the Judicial. You'll recall from your elementary government courses that the framers of the Constitution specifically desired that the three branches of government be kept separate so as to provide for a series of checks and balances, thereby assuring that all governing power would not be concentrated in one person or one branch of government.

THE DEPARTMENT OF THE NAVY is a part of the executive branch of the government. Since only members of Congress may introduce bills in Congress, the Navy, through the Department of Defense, may only *suggest* or *request* legislation.

No matter how badly the Navy may want legislation, or how right its cause may be, the Navy cannot directly introduce legislation. Nor can any other branch of the Armed Forces or DOD.

There are certain ground rules which govern the development and processing of legislative proposals within the Navy. Let's follow a legislative proposal from its beginning, through the various steps which are necessary before its enactment into law. You can readily understand, perhaps for the first time, the long gap between the headline we discussed earlier—and the trip to the bank.

LET'S ASSUME that an office in the Bureau of Naval Personnel that works in the field of pay and compensation develops a proposal that would permit the Navy to pay a certain cash bonus to career personnel who have served X number of years at sea.

•First, that idea would be staffed within cognizant branches in BuPers and, if approved by the Chief of Naval Personnel, would then be forwarded to the Chief of Naval Operations recommending that it be submitted for inclusion in the Department of Defense legislative program.

•If approved by the Chief of Naval Operations, the proposal would then be sent to the Chief of Legislative Affairs who, under the Secretary of the Navy, is responsible for coordinating legislative proposals with other branches of the Navy and the Department of Defense. (If objections are raised, the Chief of Legislative Affairs seeks to resolve the differences. Whether or not the differences are resolved, the legislative package is then forwarded to SecNav for final approval.)

•Once Secretarial approval is given, the package is forwarded to the Department of Defense, and to the

other Services for coordination. Here again, the opportunity exists for differences to arise which must be resolved before any further action can be expected.

•The package is then forwarded to the Office of Management and Budget for clearance as part of the administration's legislative program (assuming that either no objections are raised or that they have been resolved).

•If clearance is obtained from the Office of Management and Budget, the package is then forwarded to the Speaker of the House of Representatives and the President of the Senate simultaneously.

LET'S STOP the progress of our Navy legislative proposal for just a moment and look at the other side of the coin. What happens when an idea affecting the Armed Services originates with a member of Congress and is introduced as a bill?

The process is essentially the same, except that this time the Navy comments on someone else's idea.

Each of the Services thoroughly staffs the bill to determine:

- Its impact,
- Its benefits or drawbacks,
- Its relationship to other programs, and
- Its cost-before reaching a position.

The several positions are then coordinated to reach a DOD position.

NOW LET'S RESUME our trip down—or perhaps it would be better to say up—the legislative path with the Navy's proposal. Since we have sent the recommended "package" to both Houses of Congress, are we in business? Not quite yet.

At this point we still have only a proposal, since only members of Congress may introduce bills.

Here are the next series of steps in the path of legislative action:

•Upon its receipt in the House and Senate, a legislative proposal submitted by the Executive Department is referred to appropriate standing committees in the respective Houses of Congress. (In the case of this legislative proposal, it would be referred to the Armed Services Committees.)

•If the chairman or some other member approves of its consideration by Congress, he will then drop a bill into the "hopper" and it is assigned a number.

•The next step is that of justifying the Navy's proposal in hearings before the committees. (The House Armed Services Committee functions through subcommittees which conduct hearings. The Senate Armed Services Committee, as a general rule, conducts full committee hearings.) Since the proposal being considered is Navy oriented, the Navy would represent the Department of Defense at the hearings.

NAVY WITNESSES will present prepared statements and will answer questions by members of the subcommittee. Backup witnesses from the other Services would also be utilized whenever appropriate.

Of course, other witnesses may testify at the discre-

tion of the committee, including those who might oppose the Navy's proposal.

What options are available to the subcommittee at this point?

They can approve the bill without change and report it favorably to the full committee.

They may also change the provisions of the bill by amending any portion or all of it.

Finally, they may disapprove of the bill and report it unfavorably to the full committee.

Let's be optimistic, however, and say the House subcommittee is all for the idea.

•The bill is then reported by the subcommittee to the full committee (in our example favorably, without amendment).

Once again, an opportunity exists for disapproval or amendment; but let's assume again that the proposal gets an okay.

•The full committee reports the bill to the House. We are now ready for a vote by the full House of Representatives.

THERE ARE CERTAIN parliamentary procedures which could cause some delay, but let's assume our bill finally gets to a vote and passes. (Remember, however, that the full House has the same options as were available to the committee.) Are we nearly ready to call it a law? There's still a good distance to go.

•Now we move to the Senate Armed Services Committee and repeat the hearing process. Again there will be witnesses ready to testify, questions to answer, and the possibilities of amendment or disapproval.

At this point, we should pause to consider what can prove to be a major stumbling block.

•If the Senate should amend the House version of the bill—what happens next? If both Houses of Congress insist on their own versions of the bill, a conference may be requested and conferees are designated by the House and Senate to seek to resolve the differences.

•If the compromises agreed upon in conference are not accepted by both the House and Senate, the conference process begins again.

Let's resume, however, our optimistic view of the progress of our bill and assume a favorable report from the committee without amendment and a favorable vote by the whole Senate.

•There remains one step that could be the final one—the action by the President on the bill. He has three options—sign the bill; do nothing, in which case the bill will become law after a lapse of 10 days; or, veto the bill and return it, with his objections, to the Congress.

Once returned to Congress, a two-thirds vote of members present and voting in favor of overriding the veto is required in both the House and Senate for the bill to become law.

AS A PRACTICAL MATTER, after the bill has passed both Houses of Congress, the Navy would be afforded an opportunity to object to the bill (since it

is Navy-oriented legislation). If the Navy does object, it prepares a proposed veto message for consideration by the President. However, unless the original proposal has been so mutilated by amendments as to make it unacceptable, the Service would not pose an objection.

•Now we come to the final step—the signature by the President, approving the act. We now have a law. A bill becomes law on the date of approval (or passage over the President's veto), unless it expressly provides a different effective date.

Now we can go to the bank.

THERE ARE THREE other possible questions which you may want to ask.

•*First, how can a Navyman find out, from time to time, the status of various legislative proposals, of primary interest to Navy people?*

He can write to the Chief of Naval Personnel, and the Legislation Branch will be happy to respond to all inquiries on these subjects.

•*Second, what actions are available to a member of the Armed Services with respect to making his views known to Congress?*

Each citizen is entitled to correspond with representatives in Congress, either by mail or in person, to make his views known. This right is specifically recognized and preserved in *U. S. Navy Regulations*, Article 1249, and in the United States Code, Section 1034 of Title 10.

A word of caution, however; Article 1247 of *Navy Regs* specifically prohibits combinations of persons in the Naval Service for the purpose of influencing legislation.

Article 1248 of *Navy Regs* spells out the ground rules for communications to the Congress. As individuals, however, you and your dependents are free to write or visit your congressmen and senators. They will be happy to hear from you.

•*Third, why is it that we sometimes read or hear about bills passing one of the chambers of Congress but we never hear of the bills again and they never become law—what happens to such bills?*

This is a situation which is not at all uncommon. For example, in the 91st Congress there were 12 specific bills of specific interest to the Navy—either Navy-sponsored or DOD-sponsored which passed one House but were not heard from again. (As a matter of fact, there have been some legislative proposals introduced as bills and passed by one House in as many as four Congresses without further action.)

There are several reasons given for such occurrences.

The press of Congressional business may preclude even a committee hearing.

If the chairman of the cognizant committee does not feel that legislation passed by the other House is appropriate or urgently needed, or feels that it needs more study by the Department of Defense, he may not schedule a hearing. Sometimes action is deferred pending the outcome of a particular study related to the general subject area.



The White House



The Pentagon

THE LAST TWO REASONS have also been cited by the Office of Management and Budget, from time to time, for refusing to clear a legislative proposal.

What does happen to such bills that have passed one House and not the other? Do they carry over from Congress to Congress? The answer is no.

Each Congress lasts two years. Any bill which has not passed both Houses of Congress by the time of final adjournment of that particular Congress dies at that time. If the Navy or DOD desires to pursue a legislative proposal in the next Congress, it must start through the entire legislative process over again. Of course, the in-house staffing will take less time since ordinarily only updating information, such as costs, will be required. However, clearance by the Office of Management and Budget and the congressional committee processes are still time-consuming.

DESPITE THE FACT that the journey of a bill from the early proposal stages to its culmination as a law can be a long one, there are few steps in the process that could or should be eliminated. Despite the impatience that may be felt at times, the desire for speed is far outweighed by the necessity for careful consideration and deliberation. New laws or changes to existing laws that are hastily enacted, if poorly conceived or poorly considered, could do a lot of harm.

On the other hand, the legislative process can respond and has responded when time has been of

the essence and the machinery has accelerated to an astonishing pace.

This broad overview of "How Our Laws Are Made" has been presented as it relates to matters of Navy interest. The same process is involved concerning legislative proposals in each aspect of society—business, labor, commerce, human rights, environmental protection and national defense—to mention only a few.

In essence, the legislative process, with its checks and balances, has as its aim your ultimate benefit—both as a Navyman and a citizen.

Available: "How Our Laws Are Made"

It is now in its 12th edition and to date more than 1,835,000 copies have been printed. This is the 72-page booklet prepared by the House of Representatives, entitled "How Our Laws Are Made," to provide a concise, factual explanation of how the Congress goes about making our laws.

To obtain your own copy, you may send a check or money order in the sum of 35 cents payable to the Superintendent of Documents, and mail it to Government Printing Office, Washington, D. C. 20402, requesting Stock No. 5271-0244.

PERSONALITIES in the FLEET

DESTROYER

RAMON CATALIN ALVARADO refers to himself as a "hillbilly from Crocovic." From Crocovic—a small town near the center of Puerto Rico—he may be, but if he's a hillbilly it certainly doesn't show. He just turned 43, but only his rapidly thinning hair hints of his age; he's physically fit and trim. His oval brown eyes twinkle when he speaks of "my beautiful island homeland," which he left 24 years ago to join the U. S. Navy.

Today, Alvarado is a Navy commander and skipper of *uss Damato* (DD 871), homeported in Norfolk, Va. *Damato* was recently operating in the Caribbean as part of Operation Springboard, an annual exercise designed to provide Atlantic Fleet ships, submarines, aircraft and support units with intensive training so that the highest level of operational readiness can be maintained. Part of *Damato's* mission—and that of other participating destroyers—was to give two weeks' shipboard, at-sea training to student officers in the ranks of lieutenant and lieutenant commander. The 32 officers on each ship were trained in the fields of engineering, weapons and operations.

CDR Alvarado leaned back in his stateroom chair aboard *Damato*, gesturing occasionally to emphasize a point, and began reminiscing about his life—and how he advanced from the enlisted ranks to a commissioned officer through the Naval Academy.

"I was 13 before I even saw the sea," he said, "even though the island is only 35 miles wide. I liked what I saw and decided to give the Navy a try." Laughing good-naturedly, he confessed that there were a couple of other incentives: "I didn't like the Army, and the Selective Service Act had just been passed, so I was about to be drafted."

THE YOUNGEST OF SEVEN CHILDREN, CDR Alvarado enlisted in the Navy in 1948 at what is now the U. S. Naval Support Activity, located behind the Borinquen Hotel in Isla Grande. The first challenge came just after Alvarado had reached his first duty assignment with Patrol Squadron 33 in Norfolk, Va. At that time the Navy was looking for volunteers to take an exam for the U. S. Naval Academy Preparatory School.

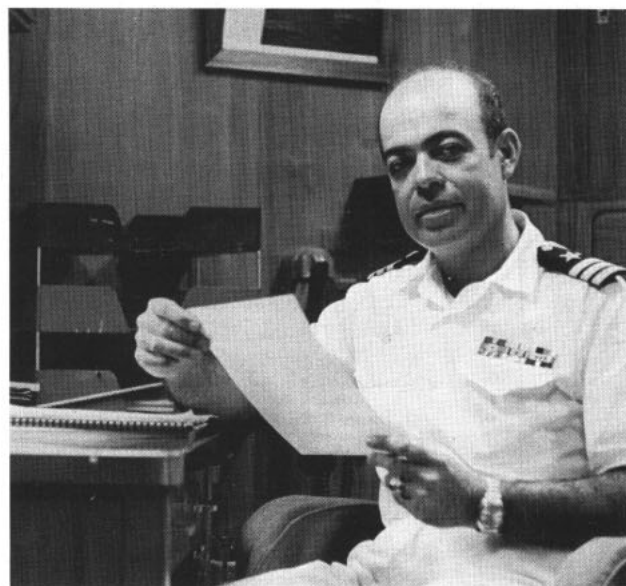
"I felt the Academy was completely out of my reach since I had only a high school education," CDR Alvarado said, "but then I figured, what have I got to lose? I wasn't especially happy with what I was doing—working in the galley, mess cooking—so I took the test."

From that point on, CDR Alvarado's career has been an upward climb, far more challenging than his mess cookin' days. Following graduation from the Naval Academy in June 1954, he was assigned to *uss Harold J. Ellison* (DD 864) in which he served as

main propulsion assistant and damage control assistant for three years. Next he became engineering officer aboard *uss Lester* (DE 1022), after which he returned to the Naval Academy to teach mechanical drawing, descriptive geometry and statics.

"I enjoyed teaching," CDR Alvarado recalled. "When I eventually retire, I'd like to teach similar subjects in high school. I'd like to teach in Puerto Rico because I feel I can offer more to a community there than I could in the States."

FOLLOWING HIS TEACHING STINT at Annapolis, CDR Alvarado served as operations officer aboard *uss Dewey* (DLG 14), after which he returned for another



SKIPPER

tour aboard *Ellison*, this time as executive officer. On subsequent assignments he served on the staff of Commander in Chief, Atlantic Fleet, as chief staff officer for Commander Destroyer Squadron 26, and as a staff member of Commander U. S. Military Assistance Command in the Republic of Vietnam.

CDR Alvarado became CO of *Damato* in June 1970 and will soon leave—if he hasn't left already—for the NATO Command of the Supreme Allied Headquarters, Atlantic, in Norfolk, where he'll work in the Operations Analysis Branch.

"I've never regretted choosing the Navy life," he said. "Sometimes it means being separated from my family, but personally it's been a great challenge."

CDR Alvarado and his wife, the former Luz M. Calon, have five sons—Ramon, Roberto, Ruben, Rafael, and Rual. Commenting on each son's initials, he said, "Because of my wife's insistence, all our sons carry my first initial and middle name, Catalin." He thought for a second, then laughed: "We're all R. C. A.s. I guess it's practical, too—it saves money when it comes to monogramming."

—Story and Photos by JOC Bill Bearden

Facing page, top: USS *Damato* (DD 871). Facing page, bottom: CDR Ramon Alvarado looks over some of the ship's paperwork. Below: CDR Alvarado and staff in the wardroom of the *Damato*.



INDUSTRIAL HYGIENE ENVIRONMENTAL

THOSE WHO ARE UNCLEAR as to whether an industrial hygienist washes test tubes or sweeps floors can be forgiven, for most have never heard of the profession. And that's a paradox, for many don't even know such men exist, yet are dependent upon them for well-being—especially those who work in an industrial environment. Even the civilian community which surrounds a Navy industrial activity can owe much to the alertness of these professionals.

Industrial hygiene came into being during the World War II shipbuilding boom when workers assigned to certain tasks fell prey to job-related illnesses. Management called in professionals to investigate the problem and the profession of Navy industrial hygienist was born.

Nowadays, the profession functions in shipboard environments and in Navy industrial surroundings such as shipyards, air-rework facilities and ordnance test stations. Their services in certain areas, such as the closed environment of a nuclear submarine, are indispensable. In such surroundings, extraordinary care must be taken to examine possible harmful effects of everything which goes aboard, because a single toxic

agent could poison the constantly recycled air.

Aboard more conventional ships, an industrial hygienist might be called to prevent chronic injuries to Navy men who work in engine rooms, on flight decks or handle ordnance material.

DEPENDING upon where he works, a Navyman might be the victim of hearing impairment, liver damage or any one of dozens of other health hazards which could arise from an equal number of environmental factors.

For example, a large number of Navy men work in the presence of loud noise and around chemical propellants, paints, welding activities, halogenated hydrocarbons and mercury. Most recognize that obvious precautions must be taken with these materials but few consider that they may present hidden dangers. Nevertheless, prolonged exposure to certain vapors, fumes, and mists can cause serious damage in areas of the body from the liver to the brain and continuous exposure to sustained loud noise can cause a variety of ills ranging from a simple headache to permanent loss of hearing.

When an industrial hygienist is doing his thing, there are some situations at which he habitually takes a long, hard look: For example, environments in which chemicals can be suspended in liquid, dust, fumes, mist or gas. These often are a source of trouble as are surroundings where physical energy is being used or produced in the form of electromagnetism or ionizing radiation. As might be expected, noise, vibration, extreme temperatures and pressures frequently affect workmen adversely. Biological agents such as insects and mites, molds, yeasts and fungi, bacteria and viruses all must be carefully watched, too.

Even more commonplace factors are sometimes suspect. A worker's body position can make him accident-prone as can monotony, boredom and repetitive motion. Worry, pressure and fatigue are often dangerous to a worker's safety, as well.

Short-term exposure to some of these conditions can be serious but industrial hygienists must also consider the effects of long-term exposure to such factors and these are often difficult to assess. A situation which may barely be noticeable to a workman from day to day can, over a long period of time, be severely disabling and even produce a fatal illness. Inhalation of invisible asbestos particles was found in the 1930s to cause lung disease—termed asbestosis.

THE NAVY, as an employer, wouldn't wish disablement or a fatal affliction on any of its employees, military or civilian, for obvious reasons. But humanitarianism aside, there are financial reasons why such conditions should be avoided. The industrial hygienist by his



Industrial hygienist making a series of tests to insure safer working conditions.

SAFETY 1

long acquaintance with the physical and chemical hazards related to industrial processes, anticipates their correction in Navy planning. An example might be the location of unusually noisy electron beam welding operations distant from other shop employees. Another example is the ventilation design for and the location away from drafts of large vapor degreasers. Such planning and correction of deficiencies prevent men from working in habitually unhealthful or uncomfortable situations which decrease efficiency. Their efficiency and productivity increase. Thus, the Navy and the worker win the profits of preserving good health and increasing the efficiency of the Navy industrial complex.

The Navy's industrial hygienists work under the jurisdiction of the Bureau of Medicine and Surgery. The Navy also employs civilians who work in the same capacity as their service counterparts but whose jobs



Left: The harmful effects of noise pollution can be averted by wearing specially designed headsets. Above: The "simple" job of painting has its hazards and is studied by hygienists:



Sometimes misunderstood, the researcher's work goes on.

mainly concern the civilians employed at naval industrial installations.

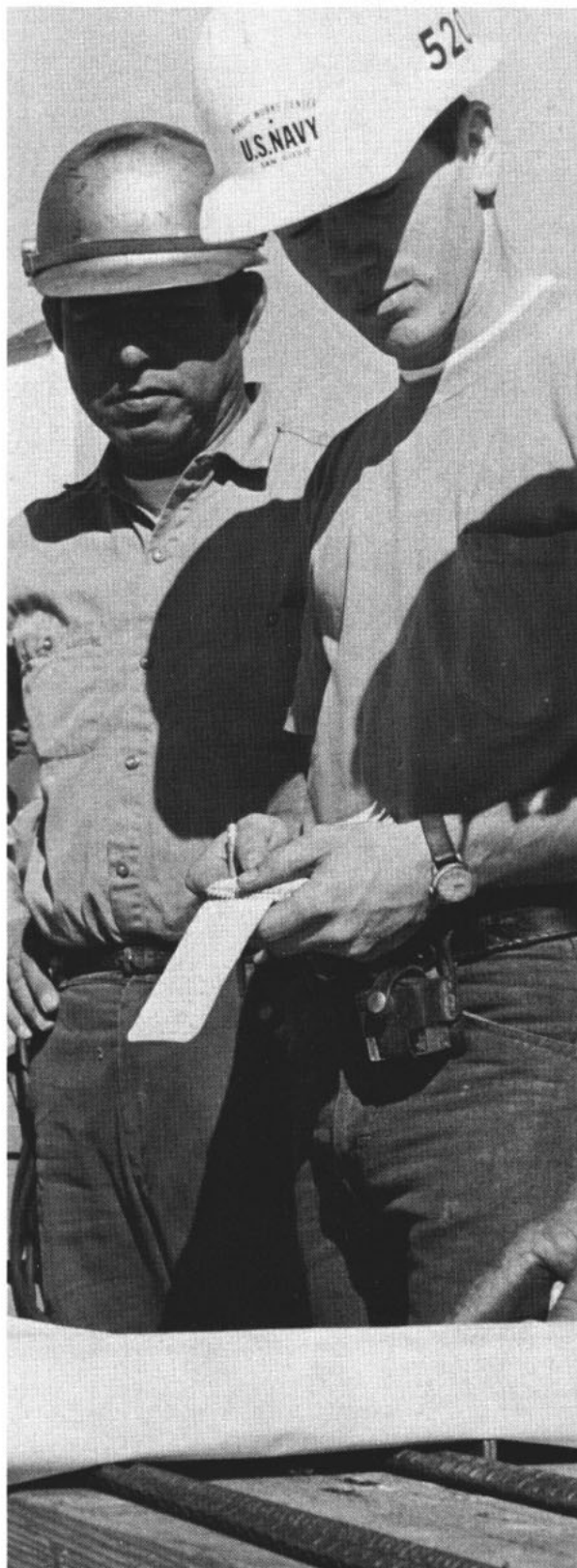
A situation exists which some might call paradoxical.

The industrial hygienist, who is paid by and under the jurisdiction of management, is in the business of safeguarding labor. He has no authority to change a situation which he believes to be potentially dangerous. He can recommend, though, to the management what he believes to be the solution to a problem.

MORE OFTEN THAN NOT, the correction of such a situation will cost management a considerable amount of money. The fact that the management may question the expenditure doesn't reflect upon it unfavorably. It might well take a skeptical view of a situation which, according to the industrial hygienist, may cause some damage to the human organism 10 years hence but is obviously doing no harm now. It is, in fact, to management's credit that usually things are seen the industrial hygienist's way, and the measures he recommends are taken.

It is also a credit to the industrial hygienist's professional skill and his persuasive ability that he usually gets his way in such matters especially when one considers that management isn't the only echelon he must convince. Frequently, grumbles also come from the very people the hygienist is hired to protect.

When a danger is not clearly present, workers are frequently prone to gamble with their health and ask for additional compensation rather than undertake a change which might disrupt the daily routine—especially one which seems nebulous to the worker.



Above: Using protective safety gear insures the health and well-being of the workmen. Right, facing page: Boiler rooms can be especially dangerous places and it's up to the hygienist to prevent disabling accidents before they occur.

OFTEN, however, nobody is disturbed. The remedy for a potentially dangerous situation can be undramatic and go almost unnoticed. For example, control measures which are frequently used include: Isolation of a process or work operation to reduce the number of persons exposed; substitution of a benign material for one which is dangerous to health; alteration of a process to minimize human contact; ventilation and air cleaning to provide a safe atmosphere; reduction of exposure to radiant energy by shielding, increasing distance and limiting exposure time; use of moisture to reduce emissions of dust into the atmosphere; adoption of good housekeeping principles; and use of personal protective devices such as special clothing, eye and respiratory guards.

If the industrial hygienist has difficulty in convincing both management and labor, some of his problems might occur because both are unsure of his attitude. He is quick to point out that he does not operate within an industrial facility for the purpose of pointing an accusing finger nor is he an inspector.

He is there because, in a rapidly expanding technology, dangers to people and the environment are not always apparent to the layman. The industrial hygienist, Navy type or other, has both the experience and the equipment necessary to monitor these potentially dangerous situations and to determine whether danger factors exceed the standards of tolerance which are accepted by the United States Department of Labor.

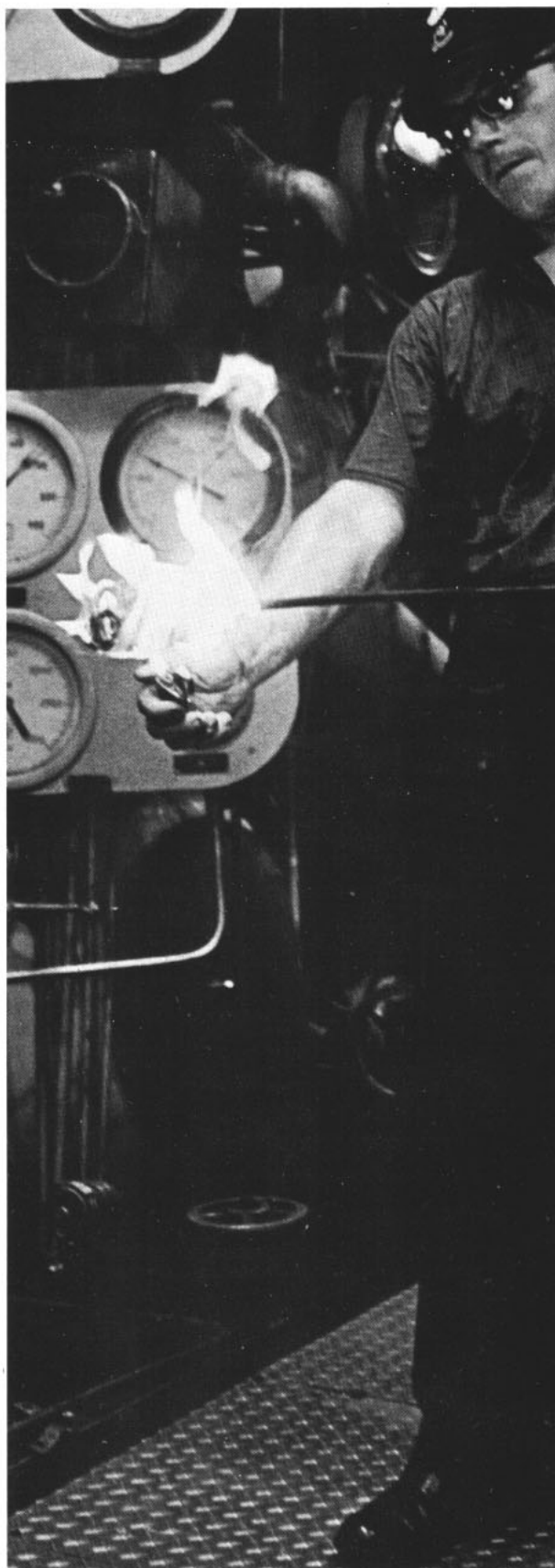
IN A SENSE, the Navy's industrial hygienists are also ecologists upon whom the civilian community surrounding a naval industrial facility depends for protection of the environment. At the same time, the Navy depends upon the industrial hygienist's presence for a continuance of the civilian's good will.

It stands to reason that, if noxious industrial wastes are released into the neighbor's air or harmful substances are discharged into his water, relations with one's neighbor could deteriorate. The industrial hygienist is there to help prevent such things from happening and the officers in the Navy's Bureau of Medicine and Surgery who have the credentials of an industrial hygienist are well equipped to do their job.

All have engineering degrees or a degree in one of the physical or biological sciences. From this point, they have gone on to take the special training which makes them bona fide professionals. Frequently, this means taking a master's degree or a doctorate in industrial hygiene and, even after this high level of training has been achieved, they must constantly keep abreast of the numerous new chemicals and many changes in industrial technology.

With such impeccable credentials, it is small wonder that management is willing to acquiesce to their requests for a safer environment even though the danger may not be obvious. It is an equal wonder that the man working in an industrial environment may enjoy an added 10 years of productive living without even knowing from whom they came.

—Robert Neil





HURRICANE

FOR SEVERAL YEARS, the Navy has cooperated with the Department of Commerce's National Oceanographic and Atmospheric Administration and with the U. S. Air Force in studying hurricanes and tropical storms. The program aims at better understanding and prediction of the big winds. The researchers would also like to eliminate, or at least reduce, their destructive fury.

A hurricane is a fearsome thing which is sometimes 400 miles across and 10 miles deep. The speed of the wind at its center frequently exceeds 100 miles per hour.

Over the years, hurricane predictions have improved sufficiently to reduce the number of deaths from 8000 during the first decade of the century to only 500 at its midpoint. Although the death rate has declined, the property damage suffered by the storms' victims has increased. During hurricane Celia, which ravaged the Texas coast in August 1970, \$454 million worth of damage was done.

A hurricane gathers energy by overturning the atmosphere. Warm, moist air spirals over the tropical seas toward the storm center and flows upward in a band of clouds ringing the calm eye. Inflowing air, which already is turning slowly with the rotation of the earth, gathers speed as it draws toward the storm center and produces destructive winds before moving upward and away from the eye.

TO DECREASE the storm's fury, the Navy and its collaborators have tried to redistribute the energy concentrated around the storm center. This is done by seeding the clouds outside the eye with silver iodide particles. These transform supercooled water droplets to ice crystals, thereby releasing the latent heat of fusion into the ascending air to the smaller clouds outside the principal eyewall. As the air rises, it expands, and cools and condenses its water vapor. Heat energy is then released and the temperature and pressure which cause the strongest winds are dissipated.

Although the results of silver iodide seeding are hopeful, they really aren't as encouraging as they may seem at first glance. At the moment, there is no way of really knowing whether the storm's fury decreased because of the seeding or whether it would have decreased anyway. There are indications, however, that the seeding was responsible for the diminishing winds.

To learn what transpires in the eye of a hurricane, it is necessary to go there and flying into the middle of a tropical storm isn't most people's idea of fun—it certainly isn't for the men of Weather Squadron Four although they do it often. Their penchant for stormy weather has made them well known throughout the Navy as "the hurricane hunters" and they have played important roles in adding to the world's knowledge of the vicious storms.



HUNTERS

The Navy has been in the hurricane warning business since 1943, and VW-4 is the seventh naval aircraft squadron to be assigned the job. Since 1953, when VW-4 began penetrating the thick clouds, hurricane reconnaissance techniques have improved considerably. The aircraft have to fly at altitudes of 500 to 1000 feet during low-level eye penetrations, making the trip one of the more dangerous types of flying in the world. Crew experience, however, has reduced the peril involved to a minimum.

IN MORE THAN 24 YEARS of hurricane flights in the Atlantic, Caribbean and the Gulf of Mexico, only one plane has been lost and that was in 1955 when hurricane reconnaissance still was relatively new.

Things have changed considerably since those days. With the advent of powerful long-range airborne radars, the *Super Constellations*, which the hurricane hunters used after 1955 and flew until they adopted the P-3 *Orions*, weather reconnaissance underwent a radical change. Information which once took days to acquire is now gathered during one meteorological flight and conditions in thousands of square miles can be observed with one sweep of the powerful airborne radar.

These changes enable the squadron to cope with the increasing demands of the scientific community even as they inaugurate modernization programs. New

and experimental equipment is tested and evaluated under actual flight conditions and the resulting innovations have been responsible for new and more accurate ways of measuring weather than ever before.

NEW ELECTRONIC breakthroughs have reduced the weight of instruments, yet maintained their range and performance—a factor which was responsible for the squadron's mission being changed in May 1965 to that of year-round oceanographic and meteorological support for the operating forces. Although the hurricane hunters are based at Jacksonville Naval Air Station, they maintain a detachment in Puerto Rico during the hurricane season to provide more wide-ranging weather reconnaissance in Caribbean and Atlantic waters.

Since aerial hurricane reconnaissance began, more than 671 hurricanes and tropical storms have been investigated and, through it all, the squadron has achieved the remarkable record of 68,000 flying hours without an accident. Ten thousand of those hours were clocked on long and arduous hurricane reconnaissance, and VW-4 planes penetrated the actual eyes of hurricanes more than 1000 times.

With their *Orion* aircraft, the hurricane hunters can now fly higher and farther than they have in the past and keep the hemisphere informed concerning the swirling storms which plague the seas.



NOT SO GENTLY DOWN THE STREAM

THE SHARP CRACK OF THE STARTER'S GUN rolls across the bay and 10 oars glisten in the morning sun as men behind them strain to send their whaleboat skimming through the water. Pulling with every ounce of strength, they try to nose their boat ahead of the pack. This is how the second "decathlon" between Helicopter Squadrons Two and Six, and the crew of HMCS *Provider*, a Canadian ship, began.

The Canadian boat moved ever so slightly into the lead and held it all the way to the finish line. The teams were evenly matched, but the Canadians had the upper hand since they normally use the whaleboats to race among themselves. There were sore muscles the next day among all the crews.

This was followed by the war canoe race. In this event, the whaleboats are loaded with 20 men who

use paddles instead of oars. A box of eggs and over-ripe vegetables are also loaded into each boat for the purpose of distracting the other crews from the task at hand. Again the gun sounded, again the sun glistened on the paddles, and again the Canadian boat edged into the lead.

The final event of the water sports division was the bathtub race. The Canadians fielded a tried-and-true bathtub which had won the last race between the two organizations. HS-2 and HS-6 placed their hopes of revenging last year's loss on an experimental model. For the third straight time that morning, experience triumphed over enthusiasm, and HS-2 went back to the drawing board.

BATHTUB RACING is, of course, nothing new to ALL HANDS readers. In the March 1972 issue (p. 64),





a story told about the big hit that bathtub racing had made up around western Canada. In fact, that area has become the scene of the annual aquatic spectacular in what is now called "Bathtub Bay."

Most of the contestants in the Great Bathtub Race are Canadians, but there is usually a U. S. entry in every event. In 1968 *uss Cree* (ATF 84)—which was called upon to serve as escort vessel for the bathtub race—entered a tub and pilot in the form of then SF1 Charles Gross.

Cree crewmen found their tub—190 pounds of cast iron—in a San Diego junkyard. (Incidentally, most entries are fiber glass tubs—therefore much lighter and easier to propel.) They then borrowed a standard Navy raft, rigged a flotation collar around the outside of the tub, put Petty Officer Gross aboard and launched. It sank.

Not willing to give up, the men hauled the tub out, dried Gross off, added some more buoyancy and tried again—this time she floated. Although Petty Officer Gross didn't win the race, he did finish after only nine hours on—and sometimes in—the water. That's not too bad, considering that of the 278 entries, only 150 reached the finish line.

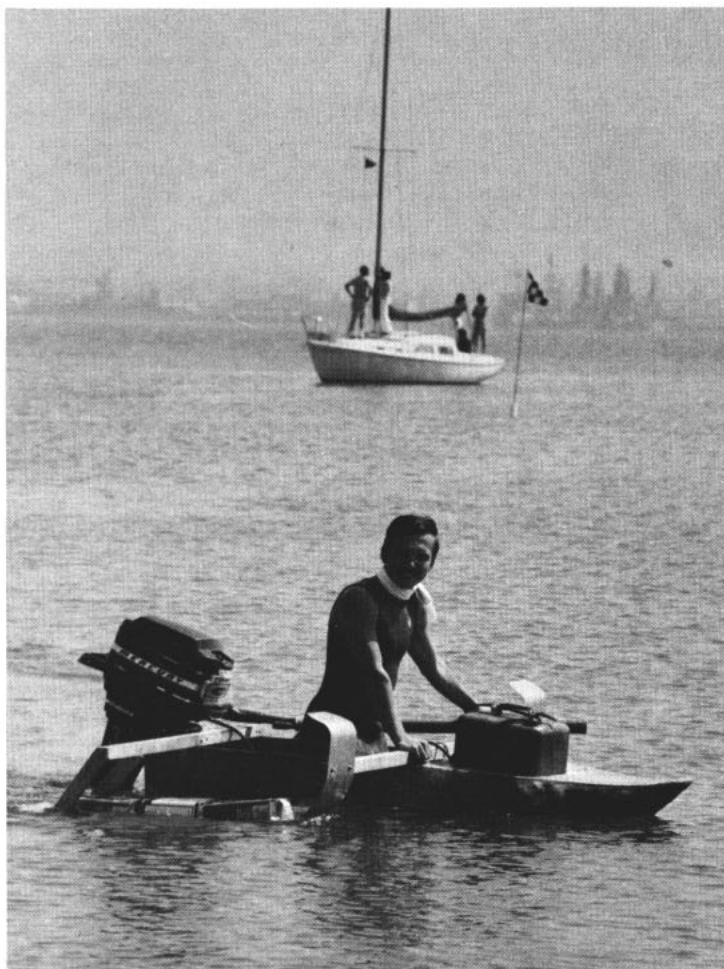
LAST YEAR'S U. S. ENTRY was even more successful in a special race held at Nanaimo, British Columbia. *uss Trigger* (SS 564) was in Nanaimo at the time and decided to throw her tub into the ring with R. L. Privette at the helm. Putting on a good show, *Trigger's* entry finished ninth among all participants and bested all other U. S. opponents (helped somewhat by being the only non-Canadian entry).

Like *Trigger's* crew, the men of HS-2 and HS-6 were somewhat relieved to have the water sports draw to a close and looked forward to the sports in which they were experienced, hoping to gain some measure of revenge. This they did as they swept the afternoon events of football, volleyball, softball, and horseshoes.

As the sun went down, the tired and happy celebrants, 200 sunburnt gladiators, left the field of competition united with at least one thought: "Wait til next time."

—By LTJG Terry R. Myers

THE SECOND ANNUAL "DECATHLON" between HS-2, HS-6, and the crew of HMCS *Provider* produced such scenes as these: (Above) The crew of the HS-2/HS-6 entry in the "War Canoe" Race try to get it all together prior to the start of their event; (Bottom left) The crowd cheers on its favorites in the Whaleboat Race in which the Canadian entry seen here on the right went on to win; (Below) LTJG Terry Myers smiles from the helm of the HS-2 experimental bathtub racer before the start of the Bathtub Race. After the race this design was returned to the drawing board for further study as the Canadians won the event.



RODEO

NAVY STYLE

NOT THE "WORLD'S LARGEST," nor the "World's Greatest," not a supercolossal event, but possibly the funniest rodeo of modern times was recently held "way out west in California" by the pilots, chief petty officers and other Navymen assigned to the Navy's light jet attack squadrons stationed at Naval Air Station, Lemoore.

The idea got started some time before the grand event took place. While sitting around the "bunkhouse" (officially known as the VA-155 ready room) aboard USS *Oriskany* (CVA 34), during a lull in carrier operations in the Gulf of Tonkin, two members of VA-155 "Silver Foxes" began talking about what they were going to do when they got home from the cruise. Lieutenant Commander Gary Starbird and Lieutenant Jerry Arbiter, both crazy over horses, thought they should have a rodeo for their squadron. Skipper of the squadron, Commander M. R. "Silver Bullet" Seibert, said he'd have no part of it—unless he could challenge the skippers of other Lemoore squadrons to enter. From there it went to pilots challenging pilots, chiefs challenging chiefs, and sailors challenging sailors as the original bunkhouse talk evolved into a full-blown rodeo.

ON THEIR RETURN TO LEMOORE, the "Silver Foxes" scurried about rounding up some worthy broncs, mangy jackasses and "wild" boars. So dadburn many sidewinders were pickin' up the challenge that no mere pasture would be suitable for the contest. The nearby Riverdale Rodeo Association, which has an arena complete with chutes and spectators' stands, made its facilities available.

Local interest snowballed the number expected to around 500, leaving squadron members with a decision about what to do with funds left over from admission proceeds. When the Grand Entry—featuring special guest Miss Leanna Johnson, Miss Nevada World,



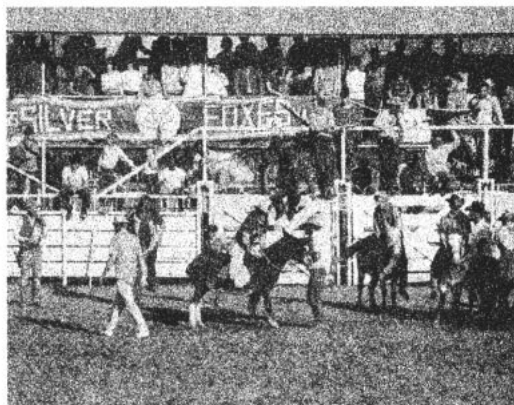
1970-71—opened the rodeo, the organizers were flabbergasted at the 2000 spectators crowded into the bleachers.

Profits, after stock fees and other expenses had been paid, amounted to about \$800 which was promptly donated to Navy Relief. The Red River Valley Fighter Pilots Association, which had set up a booth for sale of Prisoner of War Bracelets, license plate-holders and bumper stickers, brought in more than \$200 for their scholarship fund.

Seventy entrants competed in five events. The Open Bareback Bronc riding event was won by Lieutenant Gary Miller of Attack Squadron 122; the Naval Aviator Bareback Bronc contest champion was Lieutenant D. V. McGinn of Attack Squadron 113; Chief Sid "Caesar" Gardner of Attack Squadron 93 and Chief C. L. "Pete" Peterson of Attack Squadron 27 walked away with honors from the CPO Burro Catch.

MUCH TO THE CHAGRIN of the Attack Pilot community, Commander Pete "Polecat" Peters of NAS Miramar-based Fighter Squadron 191 picked up a first in the Commanding Officer Elimination Contest (burro riding). Commander W. H. "Buttrash" Byng, skipper of Attack Squadron 113, took second. Finally, the Plane Captains' Wild Boar Catch was capped by Petty Officer 3rd Class "Rob Roy" Robertson of Attack Squadron 97, who donated his \$50 winner's check to Navy Relief.

When the rodeo was over, little litter remained under the bleachers—local Cub Scout dens worked diligently throughout the performance, picking up cans for their contribution to an ecology drive. The day's work resulted in more than \$70 for the scouts from recyclable items. And, the rodeo's overwhelming success was culminated by VA-155's announcement that the "Silver Fox Rodeo" is destined to become an annual event.



rootin', tootin' shootin' gallery (with drones as targets)

VIRGINIA BEACH, Va., shares its celebrated Tidewater shoreline with a Navy neighbor that frequently erupts in gunfire. Sprawling over 1100 sandy acres is the Fleet Anti-Air Warfare Training Center, at Dam Neck, which, among other claims to fame, features the Navy's only "live" gun firing line within continental limits.

Almost daily a visitor to Dam Neck can witness a display worthy of the Fourth of July as guns ranging from .50-caliber to five-inchers are fired by personnel from the Atlantic Fleet Gunnery School. High above, Navy aircraft wing their way out to sea for bombing and gunnery practice.

Shooting at waves and clouds may be fine during the initial familiarization stage of weaponry, but to build actual proficiency in the individual who mans the weapon, realistic and challenging targets must be used. This requirement, more demanding than one would suspect, is met by a small group of talented aviation personnel assigned to the Dam Neck detachment of Fleet Composite Squadron Six.

TO SPEND A DAY with the detachment is to appreciate a hardworking unit with an unusual and interesting mission. Yet, there is no typical day for them. Variety is provided by the type of weapons to be fired during a particular day and the corresponding type of drone target used in the most challenging manner.

"You should have been here last week," says Aviation Electronics Technician Airman Bill Riehl, interrupting his work on an MQM-74A subsonic target

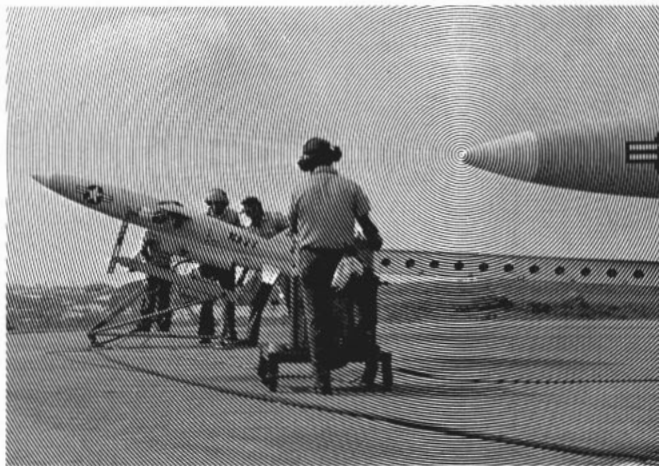
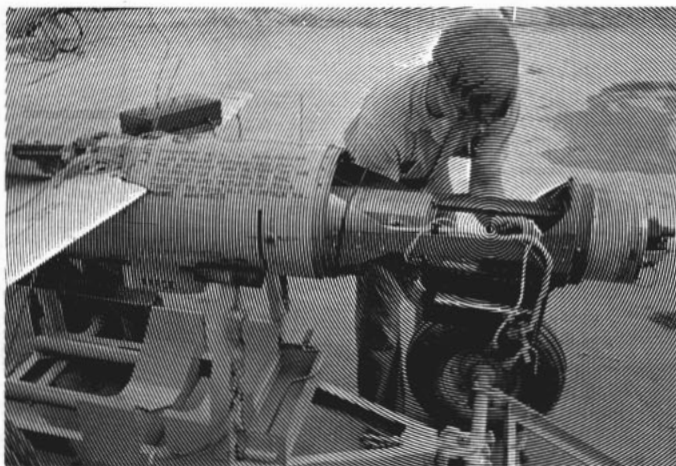
drone. He indicates the low-lying sand dunes ranging from the unit's wooden headquarters building to the beach. "This whole area was filled with Marines; we had some *Hawk* missile batteries down here, and those missiles were really something to see. A few seconds after launch, you lost sight of them.

"We lost some drones to them; they were really on target." One can imagine a sleek, cruciform-winged *Hawk* swooping in at Mach 2 on a snaking target drone.

Riehl goes back to connecting the last of several wires to the MQM-74's control box. Zero-nine-thirty is launch time and this drone has a schedule to meet. Thundering overhead, a flight of F-4 *Phantoms* from nearby NAS Oceana sparkle in the sunlight, heading out to sea. "They're waiting for the shot to begin," Riehl says.

From atop a sand dune, a red flag is visible; the whine of turbines announces the launch. The top of that dune has been leveled off and covered with black-top. Standing near a small, whitewashed building, Lieutenant James B. McPherson, officer in charge of VC-6's Detachment Dam Neck, watches four aviation electronics technicians make their final check on the MQM-74, attaching two JATO bottles to its red body.

"I'm the only officer in this 20-man detachment. Normally the officers assigned to the detachments are NFOs (Naval Flight Officers). Usually, younger officers are assigned to the squadron's five deployed sea-going detachments."



PROVIDING TARGET SERVICES for the Atlantic Fleet, the squadron does not deploy as an entire unit. The parent command, at NAS Norfolk, operates five deploying detachments and one nondeploying unit, Det. Dam Neck.

"The squadron provides maintenance and acts as a regular aircraft maintenance department," LT McPherson says. "If a piece of gear goes down, we send it back to them. They repair it or make the necessary changes and then return the gear to us.

"We operate only target drones. We also use the propeller-driven MQM-33A, an Army drone of which there are only a few left. We ran out of the Navy's version, the MQM-36, and we also use a drone boat, the *Septar*."

Det. Dam Neck has an important added mission—operational training for all controllers and maintenance personnel assigned to VC-6's deploying detachments.

The pitch of the MQM-74 increases and a signal is given to LT McPherson that the drone is ready. All hands head for a nearby bunker where the lieutenant grabs a microphone to talk with the control van several hundred yards to the right of the launch pad. ADR1 Charles P. Bowling will "fly" this one. Power is increased and LT McPherson's hand goes up. His fingers note the seconds to launch, and as the last finger disappears, there's a shattering roar as the JATO ignites. The pad area is obscured in smoke. Looking over the sandbags, one sees the '74's fiery tail blazing brilliantly, downrange, over the Chesapeake Bay.

STILL ON THE MIKE, the lieutenant repeats: "Abort!" The mission has been canceled because of a control malfunction, and an electromagnet aboard the drone automatically releases a parachute housed just aft of the wing. About a mile offshore the drone swings gently under the billowing canopy. Hitting the water, it automatically separates from the parachute with only two feet of its overall 11'4" length bobbing buoy-like on the surface.

Minutes later a bellowing silver monster rises over the dunes, its six-foot-high wheels carrying it easily through the sand to the surf. On loan from the Army, the vehicle is an Amphibious Resupply Cargo Lighter (LARC).

The drone is still fueled, and the three-man crew—

with only a boat hook—must manhandle its 300 pounds aboard the LARC and then onto a stand. When this part of the recovery is completed, the men turn to hauling in the parachute which now has the characteristics of a sea anchor.

A SECOND LAUNCH is prepared, JATO attached, all systems checked out—the countdown begins. Ignition is successful, another MQM-74 roars out over the water, passing the laboring recovery crew. It is headed toward the F-4s that wait for it several miles above the bay. From the van, monitoring personnel watch through high-powered periscopes. The inside of the van resembles a freight car lined with electronic equipment; it is dark, except for a dimly lit area midway down the narrow corridor.

LT McPherson is at the control console, "flying" the drone and monitoring its progress on a large, illuminated viewing screen which consists of an overlay of the target area. There's an automated plotting arm which visibly traces the drone's route and maneuvers as it simulates an attacking aircraft, closing at a speed of 300 knots on the *Phantoms*.

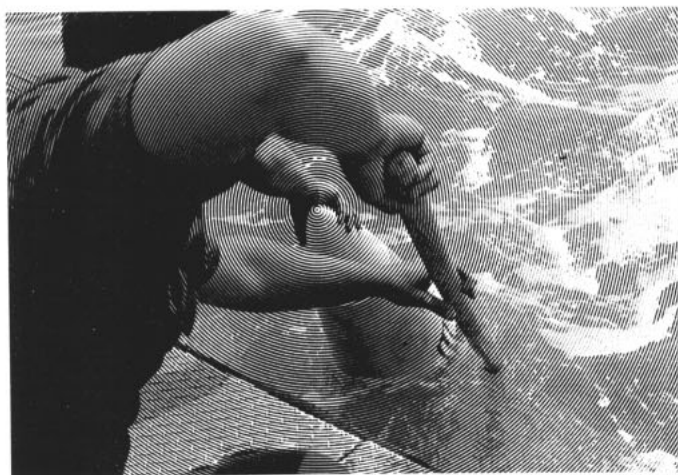
Standing near the lieutenant is a tech rep. His job is to keep the tracking and control systems in an up status. Behind both of them, an intent gallery of "drone watchers" has assembled.

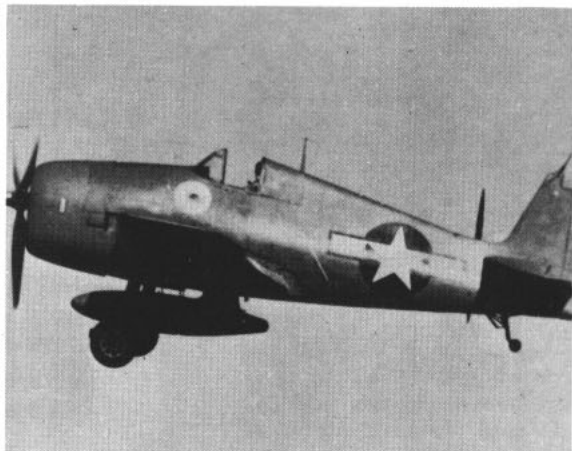
The O-in-C says: "They're coming in on it. Closing. They're firing. That was close." The line on the screen waggles to and fro as the elusive '74 attempts to evade its attackers and their gunfire.

AFTER 30 minutes of "aerial combat," the radio-controlled drone is flown back and parachuted offshore. Word is passed that the *Phantom* flight leader has announced a "good show" on the target's performance.

Down the road, propeller-driven MQM-33s are being towed to the launch area and the *Septars* are being worked on. During the next day's shot they will become the targets for surface 5-inch guns, and the sky and waves will be shattered with air bursts and the whine of drones.

—Story by Michael G. McDonnell
—Photos by JOC Dick Benjamin, USN





Point Mugu FOXES

WHEN YOU WANT A TARGET for missiles that looks, moves and sounds like an airplane, gives off heat like an airplane and is the same size as an airplane, the best thing to use is an airplane.

And if you want to practice firing missiles at a target airplane, the best place to be is not in it. So you modify a real plane to fly without a pilot as a drone. But how do you accomplish takeoffs and landings from a runway?

"Very carefully," is the answer given by Point Mugu's "Fox Truck" controllers, Sam Doran and Commander Hal Daniels. The two are the only men in the nation doing their particular job.

Fox Truck is the name of the vehicle the duo uses to remotely control takeoffs and landings of drone target aircraft flown at Point Mugu and on San Nicolas Island by the Naval Missile Center's Threat Simulation Department.

Point Mugu has had a Fox Truck/drone program since its formative years as a base. In fact, the Navy's interest in drones influenced the selection of Point Mugu for the Naval Air Missile Test Center. Today, other military branches and fleet units using pilotless aircraft depend on Point Mugu for its experienced controllers and Fox Truck facilities.

FOX TRUCK is designed to provide mobile remote control of an airplane via an array of switches manned by a controller who has the aircraft in sight. When the plane is safely airborne, control is passed to a companion chase plane, which in turn transfers control of the RVP (Remotely Piloted Vehicle) to an out-of-sight controller in Mugu's range operations building.

All practice takeoffs and landings at Point Mugu use



Top: An early Point Mugu drone, an F-6F.

Left: Custom-built truck controls takeoffs and landings.

Above: Briefing on the T-33 before a Fox Bounce.

Facing page: Sam Doran, an earthbound pilot.

Far right: Landing a NOLO (no live operator).

a safety pilot who rides with his trigger finger on the auto-pilot switch, ready to assume control immediately if the system malfunctions. But at San Nic, the safety pilot leaves the aircraft just before takeoff and target operation flights are then NOLO (No Live Operator).

The two dozen drone target aircraft at Mugu are modified F-9 and T-33A planes. Fox Truck controls them via a UHF band that avoids interference from police radio transmissions and local diathermy units.

Doran and Daniels, reported to be the military's only two active Fox controllers, are both pilots. Doran began working with drones in February 1942 as a Navy seaman-mechanic with VJ-5 at Cape May, N. J., and earned his wings in 1947. He came to Mugu after retiring in 1965. Doran's 30-year observation of pilotless aircraft has earned him the affectionate title of "Fox Doctor."

CDR Daniels, a pilot for 17 years, learned Fox control techniques from Doran last year.

THE NAVY HAS BEEN EXPERIMENTING with drone aircraft since 1917, when a "flying bomb" was manufactured and some N-9s were converted to automatic airplanes. A year later, a pilotless N-9 was successfully launched at Long Island in New York but failed to land successfully after the prescribed course and was last seen flying eastward at 4000 feet.

In 1932, Doran reports, the British achieved a successful takeoff from and landing on water of a radio-controlled aircraft called the *Queen Bee*. The U. S. Navy, impressed with the British effort, then began serious experimentation and in 1936 named Lieutenant Commander Delmar S. Fahrney to command the drone project. Fahrney later served as commander of the test center at Point Mugu. By 1937 the Navy had matched the British success and a year later began using a drone aircraft as a target for *uss Ranger* (CV 4).

Doran explains that secrecy surrounding the early

drone experiments called for code names such as "dog" for drone, and "fox" for controller. "Project Fox" was used to designate the overall program.

Mobile radio transmitters for remote control were originally housed in a Fox Cart, a name later changed when vans—actually refurbished bakery trucks—were introduced, leading to Fox Van and then to Fox Truck. Point Mugu has a fleet of six such trucks, each specially built on a 1960 truck chassis complete with two generator units. There are two entire control transmitters and three radio communication radios in each truck. At the rear of the truck is the controller's console and a seat in a gondola that can be elevated to give better view of takeoffs. The console is an array of switches and a control yoke. Voice communication is maintained with the safety pilot throughout each operation.

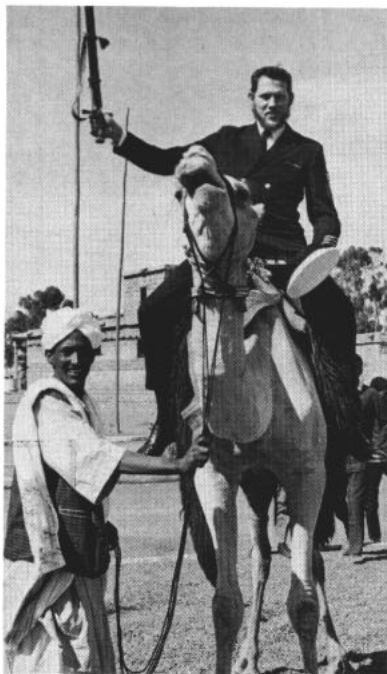
TAKEOFFS ARE MADE with the truck parked in the middle of the runway, about 500 feet behind the drone, in order to observe and correct the heading of the drone during takeoff. Landings are delicate maneuvers, with the truck at the side of the runway and the plane approaching at 120 miles per hour. An extra "beep" (radio signal) and the drone may take a sudden unexpected right or left turn.

Occasionally, drones land smoothly but suddenly veer to one side. Over the years a few Fox controllers have been "chased" by their own aircraft.

Besides auto-pilot equipment, drone aircraft may be outfitted with a variety of augmentation devices such as electronic countermeasures to confuse radar and heat-seeking missiles, plus miss-distance indicators to record how close missiles have come to the target plane.

While the Navy and Point Mugu have a long association with the Fox Project, their "dogs" and "foxes" are still learning new tricks.





SIXTH FLEET BAN

"JOIN THE NAVY AND SEE THE WORLD" may have lost some of its glamor in these days of space age travel—with Rome and Bombay now only hours away by jet, the Navy's long-standing motto might seem out of date to many. But you'd probably have a hard time convincing members of the Sixth Fleet Band—who recently returned from a week-long musical tour of Ethiopia—that the travel and adventure of Navy life are gone.

The band, sent to Ethiopia to represent the United States musically in the annual Ethiopian Navy Days celebration, performed for Ethiopian citizens and enthusiastic crowds of American servicemen and dependents stationed there. Kicking off their musical tour in Asmara, where they were lodged and fed at Kagnev Station, the Sixth Fleet musicians performed before military audiences at the station's theater and several service clubs the first day. Next day the band drew a large crowd at Asmara University and on the fairgrounds of Asmara's Expo '72. Although American-style music is much different from their native music, the Ethiopians gave the Navy musicians a very enthusiastic reception.

Following their two-day stint in Asmara, the band was flown to the Red Sea port of Massawa to perform before Emperor Haile Selassie at the Ethiopian Navy Days graduation parade. On the flight from Asmara to Massawa the plane descended from an elevation of 7600 feet to sea level in 20 minutes which, one musician joked as he stepped down from the plane, was the "longest glide pattern I ever saw."

GREETED AT THE AIRPORT by public affairs representatives, band members were bussed to USS *Waddell* (DDG 24), the ship selected to represent the U. S. in this celebration. After getting settled in their quarters aboard *Waddell*, several band members toured the downtown area of Massawa, where they found most Ethiopians to be very friendly and quite familiar with the English language.

That evening the band played at a reception hosted by the American delegation at the Red Sea Recreation Center in downtown Massawa and a later reception at the home of Commodore Desta, Vice Chief of Naval Operations of the Ethiopian Navy.

Next morning, following breakfast aboard *Waddell*, the band was driven to the parade grounds at the Imperial Navy Base outside Massawa where bands representing other nations were preparing to rehearse for the Ethiopian Navy Days graduation parade that night. The Sixth Fleet Band was joined in its rehearsal by a Navy drill team from *Waddell*.



- Camel rides were a favorite attraction when the band members toured the fairgrounds.

- Meeting of the Russian and U. S. bandmasters during a break on the parade grounds.

- Emperor Haile Selassie receives honors on board USS *Waddell*.

D On PARADE



A SPIRIT OF CAMARADERIE and goodwill prevailed throughout the rehearsal. Any political or ideological differences were quickly forgotten, as bands from various countries applauded one another as they marched off the field. The Russian bandmaster greeted Chief Musician Charles Cardwell, Sixth Fleet bandmaster, with a handshake and smile, and Russian and American musicians exchanged mementos and posed for pictures together.

Sixth Fleet Band members were inspired by the spirit of cooperation and friendliness shown by everyone at the rehearsal. They were surprised to learn that the Ethiopian Navy song has the same tune as "Anchors Aweigh."

During the afternoon Emperor Selassie paid a visit to *Waddell* where he was met on board by the Honorable Ross E. Adair, Ambassador to Ethiopia; Rear Admiral M. G. Bayne, Commander Middle East Force; and Commander Albert J. Herberger, commanding officer of *Waddell*. Following an honors ceremony, the Emperor visited the group in the CO's cabin.

The graduation parade that evening was an impressive ceremony. Drill team exhibitions kicked off the evening's activities on the floodlit parade grounds. Then bands representing France, Great Britain, Russia, Sudan, Italy, the United States, and host country Ethiopia paraded before the reviewing stand of Emperor Selassie. Finally, the Emperor presented swords and certificates to graduating midshipmen and warrant officers of the Ethiopian Naval Academy.

Ethiopian Navy Days were concluded the following day with a joint underway exercise, "Sea Dog Day," when all navies passed in review before the Emperor's ship. The Sixth Fleet Band played a concert on board *Waddell* as visitors dined buffet-style.

THE BAND FLEW back to Asmara the next day to await a flight to Addis Ababa, the capital, for their concluding performances; but, due to engine troubles, the flight was canceled, and the band began its flight home. After a brief stopover at Incirlik Air Force Base, Adana, Turkey, the musicians boarded an Air Force C-130 for the final leg of their journey to Naples, Italy, from where buses drove them to Gaeta, home port for Sixth Fleet Flagship *uss Springfield* (CLG 7).

Though all seemed glad to be home, the musicians had accumulated many pleasant memories from their experiences of the past week. Chief Cardwell probably summed it up, saying, "This trip proved to me that music is truly the international language."

—Story and Photos by PHC John W. Gorman



- The Russian, U. S., British, Ethiopian and Sudanese bands.
- Performing at Asmara's Expo '72.
- Ethiopia's precision torch drill team.
- Bands pass in review before Emperor Haile Selassie.



HELO & FARE

AND THERE THEY WERE, Rear Admiral Seiberlich addressing members of Helicopter Rescue Squadron Seven, Lieutenant Commander Clyde Lassen sitting pensively behind the admiral, the blue ribbon of his Medal of Honor glowing against the white of his uniform, and *Clementine*, the last of the Karman H-2 *Seasprite* helicopters. In a sense, *Clementine* was the guest of honor for she and her sisters were being phased out to make way for the new Sikorsky H-3.

Probably each man present entertained his own thoughts as the admiral spoke, because the chopper to which they were saying goodbye represented others which had carried them into and out of some pretty hairy situations.

Back in 1969, the squadron's men and machines had established an unprecedented record for successful Navy rescue operations in Southeast Asia and the

small arms fire, making it impossible for the stranded pilots to come aboard. The young lieutenant (jg) pulled the *Seasprite* up and studied another approach. Locating a landing spot between two large trees, he again lowered the chopper but the overhead flares which illuminated the scene burned out and, with depth perception gone, the copter veered slightly to the right and hit one of the trees.

Lieutenant Lassen righted his craft but it was vibrating and almost uncontrollable. Things couldn't have been much worse for, in addition to the damage to the plane, fuel was dangerously low and everyone within range was shooting at the shuddering copter. Again flares lit the scene, burned out, and darkness once more enveloped the scene.

There was no more time for flare drops; the young pilot turned on his landing lights so he could see to

**"...Gone Forever,
Clementine..."
But Not Forgotten,
As Sikorsky "Sea King"
Takes Over**

WELL

THE NEW SIKORSKY C-3 HELICOPTER seen at left will now replace "Clementine" and her sister Karman H-2 *Seasprites*. At right, CDR John Holtzclaw (left) was the F-4 pilot that LCDR Clyde Lassen (right) rescued during the mission which brought Lassen the Medal of Honor. They are seen here at ceremonies marking the phasing-out of "Clementine."



President of the United States had commended them for their bravery. Indirectly, the Commander in Chief had also commented favorably on the *Seasprites* in which they made their rescues. None of the situations in which the H-2s found themselves was a bed of roses but some of them were more perilous than others.

AS THE ADMIRAL'S REMARKS CONTINUED, Lieutenant Commander Lassen may have recalled the night he piloted *Clementine* through the darkness into a hail of lead to rescue two downed aviators north of the DMZ. For the complete story see ALL HANDS, April 1969, p. 14.

He had maneuvered the *Seasprite* to within 200 feet of the downed airmen but drew enemy automatic and

set down. Enemy fire poured in but, somehow, the copter, its crew and the twosome being rescued survived and whirled off into the darkness. Outmaneuvering coastal anti-aircraft fire, the bullet-riddled *Clementine*, shivering like a person suffering from malaria, finally settled down on the landing pad of USS *Jouett* (DLG 29).

The Sikorsky H-3s which are replacing *Clementine* and her sisters will also be flown by the four detachments of Helicopter Squadron Seven. As the admiral concluded his remarks, a rattle of applause disturbed the air at the Imperial Beach Naval Air Station, but *Clementine* sat impassively at the platform's side. Perhaps she was assuaging her vanity with the thought that, for a gal who had led such a hard life, she still looked pretty good.

- "RIGHTS AND BENEFITS ISSUE" REPRINT NOW AVAILABLE

A revised and updated reprint of the December 1971/January 1972 special double issue of ALL HANDS entitled "Rights and Benefits for Navy - men, Women and Their Families" is now being distributed to all ships and stations for individual distribution to career enlisted people and officers. Due to the great number of requests for this special issue, it was decided to reprint the material as a NavPers publication (15885-C); official distribution, which is limited to career and potential career people only, is based on approximately one-third of the total authorized number of people assigned to each command.

Additional personal copies of this publication are for sale by the Government Printing Office at \$1.00 per copy. Mail your check or money order directly to the Superintendent of Documents, Government Printing Office, Washington, D. C. 20402. Be sure to include the name "Rights and Benefits for Navy Men, Women and Their Families" (NavPers 15885-C) and, of course, your return address. For information about a personal subscription to ALL HANDS, see the last page of this or any other issue.

- FIRST ENLISTED SHORE BILLET SUMMARY NOW AVAILABLE

The first summary listing of enlisted shore billets, designed to give enlisted people a better idea of possible duty assignments available to them, was recently distributed throughout the fleet. The result of a recommendation by the Machinist's Mates Retention Study Group, this shore billet summary lists all existing enlisted billets by rate and rating; similar listings will be published semiannually in the form of BuPers Notices. In addition, LINK (The Enlisted Personnel Distribution Bulletin) and ALL HANDS will periodically include articles concerning upcoming requirements for men and women in various geographic areas and types of duty.

- PILOT PROGRAMS: TESTS FOR DETERMINING CONSTRUCTIVE CHANGE

For many of the recommendations made by Retention Study Groups (see preceding article in this issue), there is an important step in the process of change which comes between the presentation of recommendations and final action taken on them. This step is the pilot program, a method by which recommendations are tested on a limited scale--in terms of time, money, and population affected--to more accurately determine the feasibility of Navywide application. Although the particular subjects of pilot programs vary widely, as do the factors which must be considered in each case, most recommendations which warrant a pilot study involve major changes in Navy policies and practices. Within the past two years, 50 pilot programs have been started; some of these have been completed and others are still underway. For a better idea of how pilot programs, past and present, affect you, look for an in-depth article on pilot programs in a forthcoming issue of ALL HANDS.

- NEW AGE WAIVER AND RELAXED VISUAL STANDARDS FOR NESEP

If you have not considered applying for the Navy Enlisted Scientific Education Program (NESEP) because you thought you were too old or your eyesight

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wasn't up to par, you should take a second look. There's now a meritorious age waiver for NESEP for which you may be eligible if your enlisted record is excellent and you're otherwise qualified for the program. Visual standards have also been relaxed; in general, if your eyesight is correctable to 20/20 in each eye with glasses, you're eligible.

NESEP can mean up to four years of uninterrupted education at one of 22 leading universities across the country, leading to a baccalaureate degree in one of the major areas of engineering, physical science or mathematics. When you're a NESEP officer candidate, all your tuition, fees and books are paid for--and you still receive full pay and allowances for your enlisted paygrade. And, upon graduation, you'll be commissioned as a Navy officer. If you're interested in NESEP, see your career counselor soon. Applications for 1973 enrollment must reach the Chief of Naval Operations by 1 Oct 72.

- CARS/CARSO PROGRAM LOOKING FOR QUALIFIED OFFICERS

Officers who have, in addition to expertise in a naval specialty, a strong background in a particular country, area or region may have a chance to further their knowledge and put it to practical use through the Country, Area, or Regional Specialist/Country, Area, or Regional Staff Officers (CARS/CARSO) Program. A "CARS" is an officer of any designator who has been formally identified as having considerable expertise in a specific country, area, or region by virtue of language qualification, academic background and practical experience. A "CARSO" is an officer of any designator who has been selected by a CARSO selection board to serve on a major staff in a politico-military or strategic planning billet requiring the specific country, area or regional expertise. Officers interested in the CARS/CARSO program should inquire immediately; applications for consideration by the Oct 72 CARSO board must reach the Bureau of Naval Personnel by 15 Sep 72.

- GETTING OUT SOON WITH NO JOB IN SIGHT? CHECK OUT SKILL CENTERS

If you're getting out of the Navy soon, you should know that the current unemployment rate of veterans is higher than that of non-veterans of the same age category. You should also know that you might be eligible for the Navy's Skill Center training, which could provide you with the training and experience you need to obtain suitable and worthwhile civilian employment. You're eligible for Skill Center training if you're disabled or in paygrades E-4 and below and in any of the following categories: non-high school graduate, Vietnam veteran, or not eligible to reenlist. If you think you might be eligible, see your Project Transition officer for more details.

- STEWARDS ENCOURAGED TO CHANGE RATINGS

The steward rating continues to be manned in excess of requirements, and those people serving as SD1s and SD2s are being encouraged to request a change of rating. Requests are particularly desired from people meeting the eligibility requirements for Class "A" school training; waivers of test score requirements for school assignments are considered on an individual basis, but may not exceed 20 points of the combined scores. Those not eligible for school

may request participation in a Navywide examination for a lateral change of rate. Stewards requesting a change of rating may also participate for advancement in the steward rating at the same time. SDs interested in changing should see their personnel officer for full details and eligibility requirements.

- OFFICER "SPOT" PROMOTION ELIGIBILITY REVISED

Owing to current budgetary constraints and officer manning levels, the "spot" promotion program for officers has been reduced. The following categories remain eligible for spot promotions:

- Lieutenants (jg) and lieutenants of the unrestricted line assigned to units specified in OpNavInst 1421.1B.
- Lieutenants (jg), lieutenants, and lieutenant commanders of all designators assigned to units permanently stationed in Southeast Asia.

SecNav Instruction 1421.3C, which contains this revision, does not terminate "spot" appointments of officers promoted under provisions of the previous directive. See your personnel officer for further details.

- TIME IN GRADE REQUIREMENTS INCREASED FOR ENSIGNS AND LTJGS

Ensigns are now required to serve 18 months in grade before becoming eligible for promotion to lieutenant (jg), and lieutenants (jg) must complete three and one-half years' commissioned service to be eligible for promotion to lieutenant. In addition, the time requirement for promotion from LTJG to LT will be increased to four years' commissioned service effective 1 Jul 73. These changes, announced in a recent AINav, were made to accommodate recent large pay increases, maintain a balance between current budgetary limitations and the officer personnel structure, and to provide junior officers with more experience. The new flow points are consistent with those of the other services.

- CERTAIN E-3s MAY SHIP OVER; OTHER REENLISTMENT CRITERIA REVISED

Due to one of the recent changes in the Reenlistment Quality Control Program, commanding officers now have the authority to grant waivers to high quality Navymen in pay grade E-3 for reenlistment, even though they have not yet passed the service-wide examination to pay grade E-4. In addition, petty officers 1st and 2nd class of the ratings listed in Group "A" and POs of the ratings listed in Group "B" of the current "Open Rates/Skills List" (BuPers Note 1130 of 23 Mar 72) who have not yet met their professional growth qualifications, may continue their careers beyond 20 years--provided they are of the caliber needed for the Navy's quality career force. See your career counselor or personnel officer for other details contained in BuPers Instruction 1133.22C

- CAREER COUNSELING PROGRAM EXPANDED, NEW BILLETS CREATED

All sea commands with 200 or more enlisted members aboard will soon have, if they don't already, a full-time enlisted career counselor unencumbered by collateral duties. This latest expansion of the career counseling, as announced in Z-gram 113, resulted from findings that "individualized career counseling services have proven to be one of the most effective methods of ensuring that people understand the opportunities and advantages of continued service and of helping them arrive at an intelligent decision concerning their future."

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The Z-gram went on to say that these new billets should in no way diminish the role of division officers and leading petty officers; rather, career counselors should work with divisional leaders in handling individual cases.

- NAVY CONVERTING TO OCR RECORD SYSTEM

The Navy is currently in the process of converting many personnel and pay documents to an Optical Character Recognition (OCR) format--a more accurate and eventually faster way of making entries into an individual's pay and service records. One of the major purposes of this conversion is to support the Joint Uniform Military Pay System (JUMPS); to do this, your personnel office must keep abreast of the latest and most accurate information about you.

When JUMPS is finally instituted, it will use the same authoritative source document for updating both pay and personnel records. During the current conversion process, many of the personnel-type changes which are reported via OCR and JUMPS documents must also be reported via the personnel diary; this duplication is necessary to ensure that the new record system is working accurately. The implementation of JUMPS will mean better management and quicker resolution of pay and service record problems. But it will also mean that personnel offices must be even more timely and accurate in diary preparation and, to do this, they'll need the help and cooperation of every sailor. Make sure the information you give them is accurate and up to date.

- GUARD PROGRAM: CHOICE OF DUTY FOR NUCLEAR-TRAINED NAVYMEN

If you're a Nuclear Propulsion Plant Operator within six months of your EAOS, as extended, and completing between six and 10 years of service, you may be eligible for the Guaranteed Assignment Retention (GUARD) Program and receive a specific duty assignment as a reenlistment incentive. This program is designed to offer nuclear-trained Navymen a choice of guaranteed duty assignment as follows:

- If you're serving in an operational nuclear billet at sea, you may request a guaranteed assignment to shore duty or sea/neutral duty in the home port of your choice with an option for a guaranteed follow-on assignment. A waiver of prescribed sea tour will be granted if necessary.

- If you're serving in a non-operational nuclear billet or non-nuclear billet classified as sea or neutral duty, you may request a guaranteed assignment to a nuclear-powered ship in the home port of your choice, with an option for guaranteed follow-on assignment to shore duty.

- If you're serving on shore duty, you're eligible for guaranteed assignment to a nuclear-powered ship in the home port of your choice.

For more information, see BuPersNote 1306 of 15 Jun 72.

- NAVY OILER JOINS MSC, WILL HAVE CIVILIAN CREW

USS Taluga, a Pacific Fleet oiler, has been transferred to the Navy's Military Sealift Command and will be manned by a civilian crew. Her decommissioning and transfer is part of a series of exercises designed to test the ability of civilian manned ships to support Navy combatant ships.

from the desk of the Master Chief Petty Officer of the Navy

Chain of Communication



MCPON JOHN D. WHITTET

IT HAS BEEN a year now since Z-95 established Master Chief Petty Officer of the Command billets at 23 major commands. Since that time, five additional "MCPOC" billets have been approved and the program is in full swing. Additional MCPOC billets are under consideration and may be implemented

as various commands undergo reorganization.

Moreover, a rapidly growing number of smaller commands have appointed Senior Enlisted Advisors (SEAs). There's hardly a command that I visit now that does not have either a collateral or primary duty SEA. The results are definitely beginning to show. Internal communications throughout the Navy are improving. Together with Career Counselors, Minority Affairs Representatives and Drug Education Specialists, enlisted men and women and their commanding officers have a better opportunity to understand each other's desires, pressures and limitations.

For an organization as large as the Navy, the MCPON/MCPOC/SEA communication network is a logical way to coordinate the flow of ideas and communicate with one another when normal channels break down. Information can be transmitted directly, in person, via letter, or through the telephone in a matter of minutes.

Even when normal channels are working properly, this communication still serves to heighten our understanding and appreciation for the ideas and problems at both ends of the chain of command. I am able to report directly to the Chief of Naval Operations and Chief of Naval Personnel on conditions as I find them. In turn, when responding to the correspondence that reaches my office, I can usually explain the pressures, policies and limitations that govern the decisions that are made

here in the Bureau and elsewhere. The same holds true for MCPOCs and SEAs on a smaller scale.

Although my office still receives a healthy volume of correspondence directly from individual Navy men and women, the flow of minor irritants and "little things" is down. More and more of the gripes and complaints of Navy life are being settled where they should be, at the command, type, force and fleet levels.

Whenever possible, problems that reach my office are handled back down through SEA and MCPOC channels. To illustrate, recently a 1st class petty officer who made a permanent change of station move experienced unusual delays in obtaining his travel money, TLA authorization, per diem and his wife's health record, because of certain administrative errors. All efforts at the local level had failed. My office was able to contact the cognizant MCPOCs who contacted appropriate individuals within their chain of communication. It was not too long before the man and his wife were in receipt of their money and documents. The chain of communication had really worked as advertised.

In so doing, the young Navyman and his family got the service that they deserved. They got what had been denied them by excessive delays in normal channels. They did not receive special consideration that would not be given to any other Navy family in a similar state of affairs. By itself, no one system can "bat a thousand" consistently. That is the beauty of the MCPON/MCPOC/SEA system; it acts as a backup system for traditional channels.

The chain of communication can assist the command decision-maker by providing him with factual information on the conditions of service and enlisted morale within a given command. It can also provide enlisted men and women with reliable information concerning their responsibilities and opportunities and, if all else fails, assist them in the redress of legitimate grievances. Because of these efforts, commanding officers, junior officers, petty officers and nonrated men alike should find decisions easier to make and consequences more predictable.

There are many uses for the MCPON/MCPOC/SEA communication chain. The Chief of Naval Operations utilized the MCPOC network recently to survey enlisted opinion. Twice yearly, MCPOCs gather together and share a wealth of information which often results in a number of recommendations that are designed to improve the quality of Navy life for everyone. From the Fleet, questions are answered, problems are illuminated and resolved on a daily basis. SEAs and MCPOCs are even assisting the recruiting effort by their contact with civilian organizations.

Whether it is telling someone how to contact his detailer or submitting a recommendation to the Chief of Naval Operations or Chief of Naval Personnel, as the MCPON, a MCPOC or a SEA, all we have to offer anyone is service.

REVISED POLICY ON PCS : What It Means To You

OVER THE PAST FEW YEARS the Navy has had to spend about a quarter of a billion dollars annually for the Permanent Change of Station (PCS) orders involved in the travel, transportation and associated entitlements supporting the movement of officer and enlisted personnel, their families and household effects.

Moves must be made and dollars spent for one main reason—to put the right people in the right place at the right time in order to train and maintain the Fleet.

People must be brought into the Navy, moved to and from training facilities, and make all the other moves needed to achieve sea/shore rotation. At the same time, the Navy must keep the balance of required officer and enlisted skills in each operational unit—and as they come to the end of their naval careers, retire or separate them from active duty.

Last, but not least, the Navy must take care of such situations as hospitalization, humanitarian transfers and other unusual situations demanding moves.

The cost of these moves is increasing, primarily for two reasons: the inflation in our economy and the reductions in forces. Rising costs in the Defense budget, of which PCS is a part, are of concern to all levels in the government. Accordingly, Navy policies have been reviewed and revised in order to reduce the cost and number of moves in the PCS area, as a contribution toward more efficient management of the Navy budget.

In accordance with this effort, the Chief of Naval Personnel has instituted several management actions with the aim of reducing the number of moves and their costs. Many of these actions will benefit all Navy men in the long run.

- First, BuPers has established minimum tour lengths, both sea and shore, for most of our new sailors and young officers.

- Second, we are extending the tour lengths of middle-grade and senior-grade officer and enlisted personnel in those cases where it will not create an inequitable sea/shore rotation.

- Third, the Navy is looking toward more continuous duty for personnel in the same geographic area whenever a change of station is necessary and where it will not adversely affect the career pattern. These factors are being given prime consideration by detailers before the issuance of orders. There will be fewer cross-country moves.

None of these actions is intended to deprive Navy personnel of their just entitlement. Moves must and will continue, but on a reduced basis and with a view toward making all moves as economical as possible.

Where do you fit in? All individuals can make an

important contribution.

- Before you move, discard those items which are of no further use to you or your family. This reduces the weight of your household goods and thus the cost of the move.

- Keep your records up to date concerning the number of your dependents so detailers can accurately estimate the cost of your move. Before you detach, fill out the 7041 card completely and as accurately as possible. This card, which is your estimate of household goods weight, mode of travel, mileage, number of dependents, etc., is used by the Navy Finance Center in Cleveland to update the Navy's estimate of money spent in the PCS account and provides important data for planning our PCS dollar requirements in future years.

- Assignments to overseas home ports increase the number of expensive overseas moves. However, this increase will be offset by more economical CONUS moves.

While the Navy's Fiscal Year 73 budget request is large, it is also austere in terms of projected needs.

- At the same time that management improvements are being made, all members of the naval service can make a contribution by maintaining their records up to date with respect to future duty desires.

- You should consider, in the preference for your next duty station, whether or not you wish to remain in the same geographic locality. Of course, your desires must be considered along with those of others who choose the same area, including some who may be in less desirable assignments, for example, those on unaccompanied tours overseas.

If the billet is available and if it is fair to all concerned, your chances of remaining are very good.



GUANTANAMO REFRESHER TRAINING

●

PREPAREDNESS PERFORMANCE COMMUNICATION

WHEN REFRESHER TRAINING at Guantanamo Bay is scheduled for a ship, the announcement usually is greeted with cries of anguish and mental pictures of a struggle against overwhelming odds. Unfortunately, the reason for this down-in-the-mouth attitude usually lies with the average, older Fleet Navyman who carries with him a vivid memory (usually embellished with age) of a long refresher training period at Gitmo.

In the old days, the veteran harumphs, there was absolutely no way to please those shipriders of the Fleet Training Group. From that point, he vocally recalls there was an occasion where the performance of his team in a particular evolution was evaluated as unsatisfactory and the rider's list of errors by the ship's team was long. He obviously has forgotten other occasions when his team's performance was credited as being good and the necessary listing of errors by the rider was short and laced with praise.

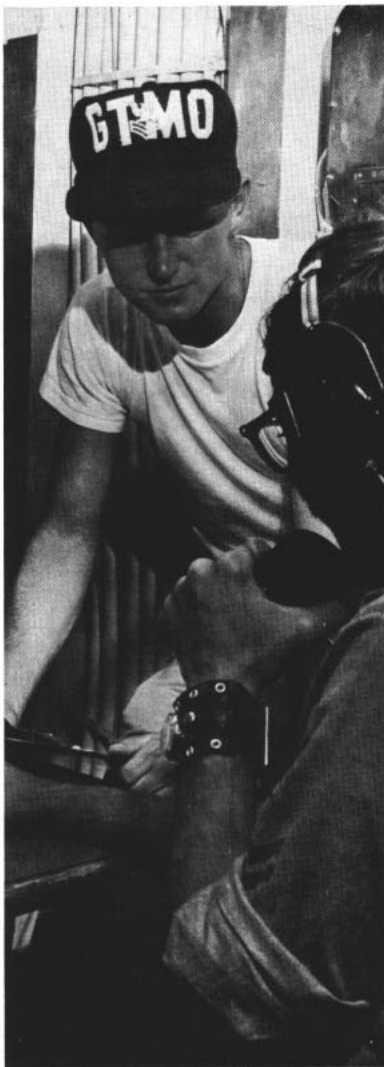
Unfortunately, the memory retains attention-getting moments and dismisses routine impressions. Also, unfortunately, the older Navyman rarely fails to pass the word about the Gitmo of the past and imparts the impression that the situation has remained static since he was there. The word spreads around the wardroom, the CPO mess and

across the mess decks and the result is usually a prejudiced attitude before the training even begins.

GITMO, of course, hasn't remained static. Today, the Navy's keynote is change, and change has most assuredly occurred at Guantanamo Bay's Fleet Training Group. Today the underlying consideration of every phase of underway refresher training is to help bring a ship up to the standards of performance required by the operating commander.

Although the same demand for professional competence and dedication is still mandatory in today's instructor/observer (I/O) at Gitmo, one vital ingredient is now stressed more and more each day: Communication.

The Instructor/Observer is taught that communication is a two-way street. He is given a clear understanding that his evaluation of an evolution performed by the ship must be totally objective. Also, the blind adherence to a checklist is not the objective but it must be modified wherever appropriate by the application of common sense. He learns, too, that there is no such thing as a "Gitmo way" and that objective consideration of a way other than that which is normally prescribed may not only help a ship's readiness but also may help the Navy as well.



THE OLD LEGEND that maintains a ship is unsatisfactory upon arrival at Guantanamo Bay and leaves in a highly satisfactory state due entirely to the efforts of FTG GTMO no longer applies (if it ever did).

The fact is that FTG GTMO is guided by ComTraLant's standards which are based on type commander requirements. Their purpose: To assist the ship in training the crew up to operating fleet standards. FTG GTMO has no

an early return to home port for the crew.

Three ships have met those criteria and enjoyed the fruits of their achievements in a seven-month period. In the same time frame, three other ships were considered as possible candidates for an early homecoming, but material casualties forced them out of practical participation — to the regret of Commander Fleet Training Group, Guantanamo. He is strongly in favor of this progressive principle and actively seeks opportunities to apply it.

There are several ways in which a ship can prepare for the underway training period, thereby making it a challenge instead of an ordeal.

A CREW SHOULD BE PREPARED both mentally and physically for hard work. A positive attitude is one of the most important factors in a successful underway training period.

Make sure that the ship is adequately prepared for training. Don't wait until one week before and start a mad rush to get everything shipshape and operating. Last-minute efforts only result in a negative attitude on the part of the crew and hamper the overall training efforts.

Pre-arrival training publications (forwarded by Commander Training Command, U. S. Atlantic Fleet, and the Fleet Training Group) should be read. The Training Readiness Evaluation (TRE) checkoff lists should be given particular attention. A successful TRE, with a minimum of restrictive and major deficiencies, will get a ship's crew quickly started on the training path without needless delays for correcting deficiencies.

One word of advice: The TRE checkoff lists are not "admin" checkoff lists. They contain a compilation of Type Commander requirements which directly concern



OPPOSITE PAGE: First Class Sonar Technician R. P. Pearson of Fleet Training Group Guantanamo watches antisubmarine warfare training for USS C. H. Roan (DD 853).

ABOVE: Senior Chief Boiler Technician F. J. Jones of FTG Gitmo helps with engineering training on USS Columbus (CG 12).

other mission or desire. This point is reinforced by a recent policy change which has caused FTG to monitor closely the early progress of ships taking refresher training.

The policy change calls for FTG to search for the telltale marks of the high achiever. As these manifest themselves, Commander Fleet Training Group, after consultation with the FTG Training Liaison Officer (TLO) for that ship and the ship's commanding officer, recommends an early end to training for that ship which, of course, means

the ship's operation and equipment. The TRE checkoff lists are continually reviewed by the type commanders, ComTraLant and the Fleet Training Groups and are valuable tools in making training preparations.

EVERY EFFORT SHOULD BE MADE to ensure that all major equipment is in good operating condition and that, for example, a ship's gun battery is properly aligned. Inoperative equipment will result in loss of valuable training time and prove frustrating to the crew. The experience of Fleet Training Group has indicated that poor material conditions are the major factors which detract from a successful underway training period.

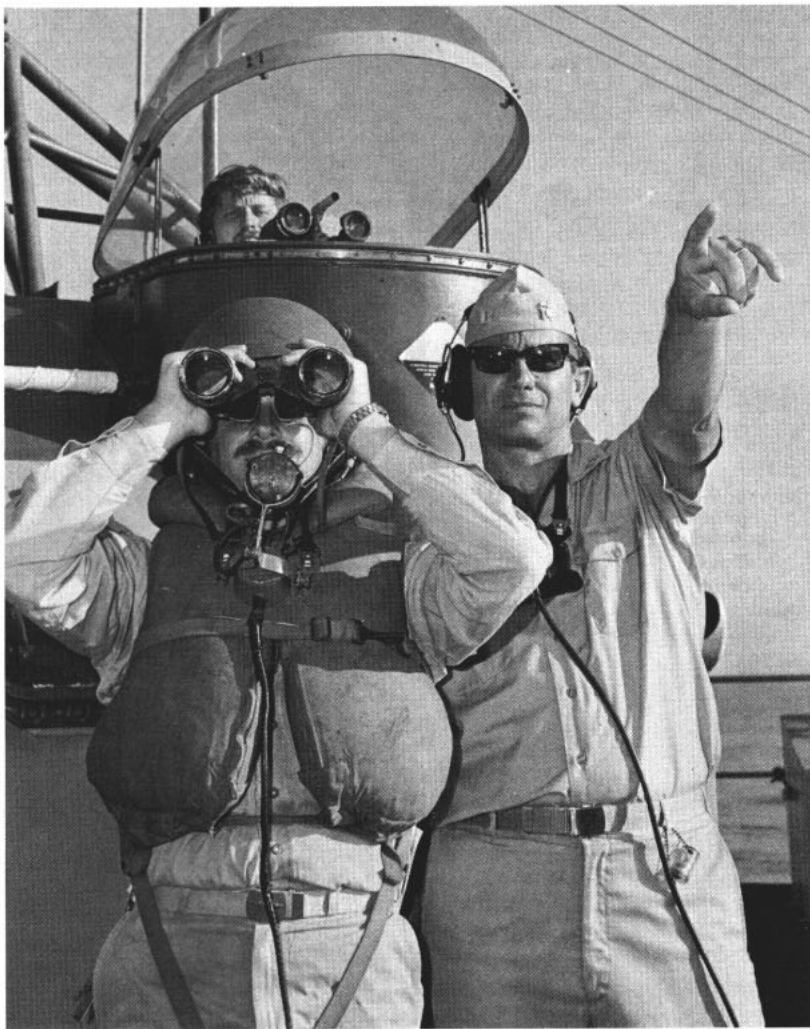
To understand the importance of adequate preparation for underway training, let's take a look at the ship's side of the picture. One must ask how many members of the crew haven't been to sea, except for local operations in the home-port area. Also, how many members of the crew have been on board six months or longer? Chances are the answer to the first question is between 60 and 70 per cent. The answer to the second is probably on an average of 60 per cent but usually less because of the rapid commissioning of new ships and the fast personnel turnover.

How many members of the crew have performed their general quarters duties in a combat-oriented environment and are they now considered capable? These are questions that have to be answered to ensure the combat readiness of a ship.

TO ANSWER THESE QUESTIONS and assist in training a ship, Fleet Training Group, Guantanamo, has many assets to offer:

- An excellent harbor which has proved to be an almost ideal location for conducting the kind of concentrated shipboard evolutions that are required by shakedown and re-

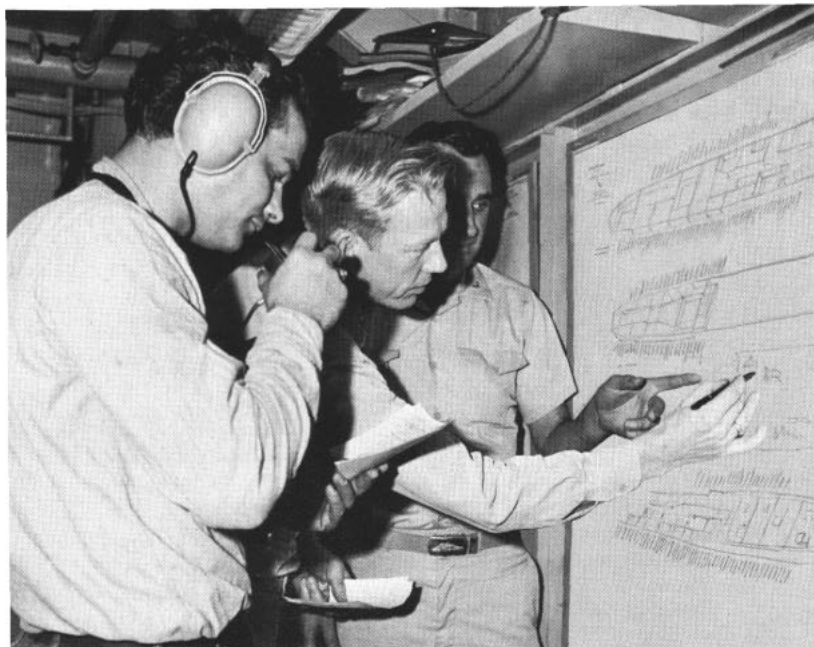
GUANTANAMO



ABOVE: Weapons Training in Guantanamo Op-Areas for USS Columbus and USS Roan.



Master Chief Radarman L. C. Maloney watches CIC Training (above) while CWO2 J. W. Dawson of Fleet Training Group assists in Damage Control Training.



fresher training. The weather is excellent and few exercises are lost because of storms. There is deep water within minutes' steaming time from the harbor anchorages.

- Excellent services which include jet and propeller driven aircraft, a submarine and use of a torpedo retriever. In addition, the port services, supply and ship repair departments of the Naval Station have proven their total responsiveness to Fleet requirements.

- Unobstructed operating areas, free of the commercial air/surface traffic encountered in most state-side operating areas.

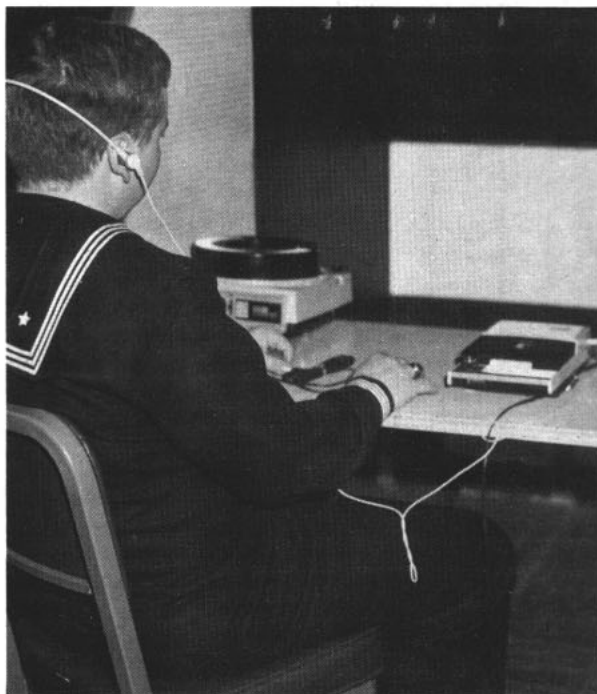
- Excellent scheduling and rapid communications which result in few lost exercises and instantaneous schedule changes.

- A staff of highly trained Instructor/Observers who are predominantly officers and chief petty officers, many of whom have observed the training of over 200 ships. These Instructor/Observers, through their daily rides and observance of many exercises, have earned the right to be called experts in their respective fields. They are definitely not mere shipriders.

THE NAVY IS CHANGING RAPIDLY. Although the service experiences—at times—personnel instability, it still requires the performance of our assigned missions. To do this, it must adapt to rapidly changing methods of warfare and to complex new weapons systems. Traditional methods have to be modified, updated, or occasionally thrown out, and training doctrine and procedures have to be developed to meet this change.

Adequate underway training and combat readiness of the Atlantic Fleet ships is the primary goal and purpose of the Fleet Training Group, Guantanamo, and the goal of every Navy professional. The fulfillment of this goal will require the efforts of all hands.

—WO Leon D. Davis, Jr.



MANY NAVYMEN, when asked to volunteer for an instructor billet during their shore duty reply in the negative, if they have a choice. Instructor billets, some maintain, are difficult, time-consuming, a lot of work

INLES

and require getting up in front of people to talk. And besides, instructor school is tough.

However, things have definitely changed for the better since the advent of Individualized Learning Systems (INLES). Now, the role of the Navy Instructor has become that of an instructional manager.

Time was when hours were spent preparing instructor guides and lesson plans, but not for INLES. Instructor guides and lesson plans, in the old sense, aren't used any more. Instead, they are incorporated into the learning material.

Nor does the new system require standing in front of students and talking. An INLES instructor listens to the student and then suggests a course of action. This is a form of indirect academic counseling. Tutoring, rather than lecturing, is the order of the day under INLES, and is done from the instructor's desk and not from a lectern.

AS FOR THE INSTRUCTOR SCHOOL, Navymen assigned to Individualized Systems are not required to at-

NTDS

OPERATIONS COURSE

THE NAVAL AIR STATION AT GLYNCO, GA. has a 13-week Naval Technical Data Systems (NTDS) Operations Course which teaches its students to gather and evaluate the mountains of information the system collects and to use the data as a basis for tactical decisions. Officers selected for the course must have a solid background in the workings of a shipboard combat information center.

A simulated battle at Glynco employs high-speed jet aircraft, nuclear-powered submarines and electronically controlled missiles. A blend of men and machines is needed to maintain up-to-date information on both friendly forces and enemy targets besides calculating vectors and recommending tactical action.

To teach Navymen to blend talents with electronic machinery, Glynco uses classroom lectures, an intensive introduction to computer-aided command and control and laboratory sessions in which students operate equipment similar to that found in Navy ships.



To reproduce a realistic shipboard atmosphere, NATTC Glynco uses a mockup patterned after the combat information center aboard USS *Oriskany* (CVA 34). It consists of 10 display consoles which are the principal contact points between men and the automatic elements of the Naval Tactical Data System. Operators use the consoles in monitoring a tactical situation and to oversee computer operations. The com-

THE NAVY'S INDIVIDUAL LEARNING SYSTEMS

tend. At the present time, they receive all their training in the system itself. The new instructor quickly becomes a subject matter expert and instructional manager.

Under the old system, it usually took 15 weeks or more to prepare an instructor for duty on the platform and the training course consisted of two weeks of leadership, five weeks at instructor school, two weeks of station indoctrination and six weeks of sitting through all or parts of the course.

Under INLES, however, the instructor attends two weeks of leadership school (which has an outstanding program in management), two weeks' INLES indoctrination and four weeks in the curriculum preparing to be a subject matter expert.

The Navy opened its first individualized learning center (a new name for a new kind of classroom) in January last year at the Basic Electricity and Electronics School, Naval Training Center, San Diego. Since then, several thousand students have completed the course and the reactions to the new method of instruction have been overwhelmingly favorable. In time the method may spread to other fields and be used throughout the Navy.

—ETC Richard E. Dickerson



Left: A student increases his knowledge of the Navy without the aid of a live instructor. Here a slide/tape program is used. Above: Three students use different types of learning aids: from left, taped narrative, reading module and practical experiment.



puters take care of the mass of routine data allowing the operators to accept or reject the computer's recommendations.

Before they graduate, Glynco's prospective NTDS officers learn to operate numerous console modes and different keyset configurations as various battle conditions are simulated. In the Fleet, of course, the situation may no longer be simulated. Here the former

students take advantage of the electronic speed of the Navy's machines but it is the men who must use their own resources to evaluate the mechanically and electronically collected information as a basis for making a human decision.

—Story by Journalist 3rd Class A. Y. Martell



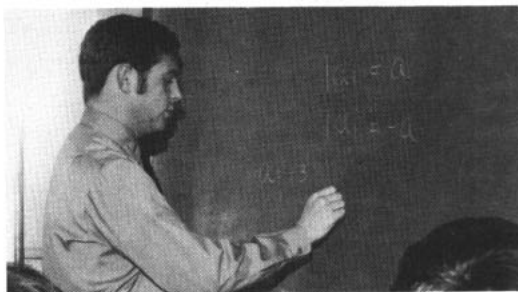
Left: Task Force Commander gets latest tactical situation from Force Weapons Coordinator.

Center: Staff conference during a four-ship CIC exercise at NATTC Glynco.

Above: CIC personnel man the consoles inside CVA mock up.



Top: LT Spaeth explains the effects of ocean currents to his oceanography class. Right: Calculus is taught by LTJG Leonidoff. Below: LTJG Platt in the midst of his calculus I course.



VP-24's Own

A "JUNIOR COLLEGE" program has been established within Patrol Squadron 24 which allows men to maintain their operating schedule and still attend all of their classes and keep up with their classwork.

The "college," which offers courses in physics, oceanography, calculus, introduction to the slide rule, introduction to data processing, introduction to psychology, and mechanical drawing, is set up through the services of the United States Armed Force Institute (USAFI); and it depends on the squadron for both its teachers and students.

The basic idea behind the program is simple—classes are set up and scheduled within the squadron and when the squadron is ashore, the classes meet; when the squadron is deployed, classes are suspended until they're back ashore.

THE "COLLEGE" is the product of an idea from the squadron's administrative officer, LCDR W. C. Courtney. "Historically, squadron personnel who participate in local off-duty educational opportunities missed many of the classes because of squadron requirements," he said.

"This problem is minimized for our men. When the squadron is involved in major operations, the class schedule is changed or postponed appropriately so that the squadron mission is met, but students do not have to miss classes," he added.

LCDR Courtney had previously been involved in teaching USAFI college courses, and when he reported to VP-24, he had the idea that such a program could be expanded to cover a variety of courses. He set the plan in motion by first gaining the support of his commanding officer, CDR G. L. Petri. After this, the first consideration was finding qualified instructors for the courses offered.

Carrier's Crew Makes Use of Deployment To Register Record Enrollment in PACE

THE Program for Afloat College Education (PACE) is alive and well aboard *uss Saratoga* (CVA 60) despite an unexpected April deployment to WestPac.

PACE instruction began aboard *Saratoga* during the latter part of 1970 with Jacksonville University furnishing the instruction. The program began at the ship's home port of Mayport with an initial group of 60 crewmen enrolled in three subjects. The second classes were convened during a Mediterranean deployment in June 1971, again with three subjects offered but to an increased enrollment of 88.

The third cycle began while the ship was in port after the Mediterranean deployment with the same three courses offered to an enrollment of 68. *Sara's*

departure to WestPac suspended these courses.

But *Saratoga* didn't slacken her PACE. The program had the aggressive support of the carrier's executive officer, Commander Clifford E. Thompson, who immediately got in touch with Jacksonville University and ComNavAirLant. The results: *Saratoga* students whose education was interrupted by the surprise deployment could continue their studies in the Pacific.

As soon as the carrier left Mayport en route to Southeast Asia last April, enrollment for PACE began and four Jacksonville University professors were flown to Subic Bay in time for the ship's arrival. Classes were convened on 13 May and a record enrollment of 208 began studying College Algebra and Trigonometry; Introductory and Abnormal Psy-

College

"WITHIN ANY COMMAND, you have qualified people for this kind of thing—enlisted and officers," he said.

He actually found more qualified people who were willing to help than he could use initially. Then he contacted USAFI officials to determine what courses were offered and which ones could be set up for group study. Normally, when a USAFI correspondence course is given to an individual the cost is \$10 for the first course and nothing thereafter; when the course is given to a group, there is no cost initially and the men may take single courses later for nothing as long as they pass all of them.

"We then put out a notice, outlining tentatively which courses we were planning to offer and asking the men to let us know which ones they would be interested in," LCDR Courtney said. The initial response was nearly 25 per cent of the squadron enrolling in at least one course.

ALL OF THE COURSES offered now are college level courses, but LCDR Courtney said some high school courses will be given if the interest is great enough. He estimated that the initial term of the college will be from three to four months, but this, of course, is dependent on the operating schedule.

LCDR Courtney said he hopes the idea for this kind of instruction will catch on with other commands.

"The key to this program is flexibility of the command in scheduling classes," he said. "I would think that ships would have less problems in this regard than deploying squadrons." As set up in VP-24, the program not only offers many men a chance to learn without penalizing them for having to miss class, but it also gives others a chance to use the formal education they received before coming into the Navy.

chology; American Government and Politics; International Politics; and Composition and Literature. Students earned three semester hours of credit for each successfully completed course.

The professors who taught the seven subjects aboard *Saratoga* reported they had never seen so many conscientious and talented students who, despite physical fatigue and limited study time, were always attentive in class.

PACE has the active support of *Saratoga's* commanding officer, Captain J. H. Sanderson. He is determined to see that the carrier's Navymen continue to receive an education comparable to that of their civilian counterparts regardless of whether the ship is on a Mediterranean patrol or under combat conditions in WestPac. —CWO2 R. L. Garcellano, USN.

Naval War College Offers Courses In Seapower and National Security

THE WAR COLLEGE is now offering four new correspondence courses—three in the subject area of seapower and the fourth in National Security Organization—on a graduate level under its Center for Continuing Education. In addition, three existing courses in the field of military management have been revised to include current management philosophies in and out of the Department of Defense.

The new seapower courses were developed to help officers keep pace with changes in the balance of power, the expansion of the Soviet Navy and the reduction in the size of the American Navy. The series will also examine the challenges facing the U. S. Navy in the 1970s and new influences on naval strategy.

For those officers working toward a Naval War College diploma, the courses will be restricted to seniors (commanders and captains) and will be on an optional basis for those already enrolled. Non-diploma students who are lieutenants and above may also take the courses.

The new National Security Organization course is a shortened form of a regular course and is designed to give officers, too pressed for time for the regular course, exposure to the material. The quiz with it is open-book and objective. This course will serve as a pilot program to determine the feasibility of using the objective format in other correspondence courses.

Applications for enrollment may be made by letter via the commanding officer to the Director, Center for Continuing Education, Naval War College, Newport, R. I. 02840. Inactive duty Naval Reserve officers should forward applications via the Naval District Commandant or command maintaining their personnel records.

Bainbridge Training for Women Ends, Orlando Becomes New Site

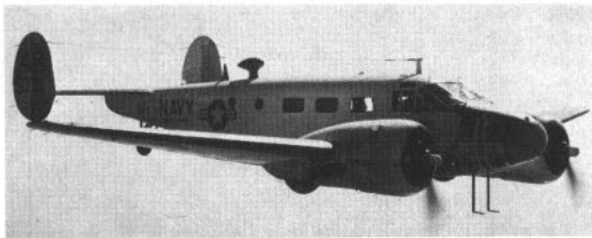
A MAJOR CHANGE in enlisted women's training took place this summer when the last two companies of recruits at Bainbridge, Md., graduated on 9 June. Beginning 17 July, women boots began to receive their training at Orlando, Fla.

Before the move, about 500 recruits were being trained at Bainbridge at any given time. When they left, Service School Command students at Bainbridge took over many of the buildings formerly used by the enlisted women recruits.

At Orlando, women recruit companies are slightly smaller than they were at Bainbridge (50 to 55 rather than 65 to 75) but nine companies will be on board at all times rather than the eight customarily at Bainbridge. Training will still last 10 weeks although methods used in Orlando will be somewhat altered.

Although the move produced some changes, at least one thing will remain the same—the ladies took with them the sign they brought to Bainbridge from Great Lakes years ago—"Through these portals pass the women of the greatest Navy on Earth."

LOOK UP AND "SMILE" FLYING PHOTOGRAPHERS



AFTER BEING "GROUNDED" for nearly 16 years, the Naval Air Technical Training Unit's Photographer's Mate Class A [PH(A)] School at Pensacola, Fla., is once again taking to the air as part of its training curriculum. The Navy discontinued flying in PH(A) School on 15 Jun 1956. However, due to fleet requirements for qualified air crew personnel the flight portion of the school has been reinstated, with class 204 being the first to get airborne.

In comparison to the "old days"—when airborne photographers braved the elements to shoot pictures from open cockpits of low-flying planes—today's "aerial" photographer is considerably more versatile, and comfortable. The aircraft may be anything from a high-speed jet to a low-flying helicopter, and photographic equipment at his disposal ranges from a small 35mm to the most modern aerial camera.

Before 1952 the Navy's photographic rate was comprised of two separate specialties: Aerial Photographer (A) and Photographer (PH). In 1952 the two rates were combined; however, the need for aerial specialists still existed, so emergency service ratings of PHA (Aerial) and PHG (Ground) were established for Navymen in paygrades E-1 through E-5. Those desiring to become aerial specialists were required to attend an additional week of training in aerial photographic processes and equipment.

Then in March 1960, the Chief of Naval Personnel issued a directive establishing a general rating of Photographer's Mate, thus abolishing the emergency service ratings of PH(A) and PH(G).

PH(A) SCHOOL's new aerial curriculum follows the same basic pattern as that of the 50s. Each trainee undergoing this phase of instruction must be a volunteer, successfully pass a flight physical, and attend an additional week of training that includes three four-hour flights. However, unlike the previous Aerial Photographer's Mates who were required to fly, shoot and lay out a map, today's flying "A" school student shoots only aerial obliques with a hand-held camera. Another major change in the program is that the course is now available to all regular Navy people attending PH(A) School—including Navy women.

—Story by PHC Art Giberson

—Photos by PH1 Don Deverman and PH2 Al Dooley

CIC Team Training

LOCATED NEAR THE "MARSHES OF GLYNN" in Southeast Georgia, the Naval Air Technical Training Center, Glynco, is fast becoming the site of numerous "underway" training exercises for shipboard Combat Information Center (CIC) personnel.

NATTC Glynco's brief, money-saving training program for these "eyes and ears" of the fleet aims to assure adequate, up-to-date CIC training prior to embarkation.

Called CIC Team Training, this program duplicates everything there is in an underway exercise except a ship's roll and pitch. It gives the officer in command a comprehensive closeup view of a team's performance and reaction under every conceivable CIC evolution. This is effectively done at a fraction of the cost and time it would take if the training were conducted in an actual underway situation.

Glynco's numerous land-based CICs make the trainees feel "at home." Mock-ups of shipboard combat information centers—from the computer-oriented Naval Tactical Data System found aboard modern aircraft carriers to the smaller versions installed inside guided missile cruisers—are offered as classrooms. Shipboard CIC personnel man the same equipment found aboard their ship and are confronted with technical problems identical to those they will encounter at sea.

TRAINING CONSISTS of simulated exercises involving multithreat evaluations and weapons employment against simultaneous attacks by surface, air and subsurface units. Reviewing a team's reaction to these situations, the officer in charge is able to make on-the-spot judgment on the team's effectiveness, anticipate problem areas and correct errors before the unit goes to sea. Though usually conducted on a task force scale, the training exercises are flexible enough to allow "personalization" to fit particular ship installation.

Experienced officers of Glynco's CIC Schools administer the training. They are assisted by petty officers of the school's radar division who train the enlisted members of the shipboard teams.

CIC Team Training started in November 1971 for ships from the Mayport, Fla., and Charleston, S. C., areas. With increased requirements for this pre-underway training expected in the months ahead, formal schedules have been established, with possible future inclusion of Norfolk-homeported ships.

There can be no exact estimates as to the monetary savings afforded by this training. Its time-saving features and convenience are obvious. To duplicate the training offered here in an actual fleet exercise would entail enormous preparations as well as countless impersonal communications both within and between ships separated by miles of ocean.

NATTC Glynco's CIC Team Training does it all under one roof—that's the beauty of it.

—JO3 A. Y. Martell

Ranger Crew Builds Schools

WHEN SHE DEPARTED Subic Bay, R. P., at the end of her latest WestPac deployment, *uss Ranger* (CVA 61) left behind the beginnings of a new school and a group of local citizens eager to complete the project. Volunteers from *Ranger's* crew contributed time, money, and building talents to begin construction of the school; they raised \$6500 for the project and did much of the actual building when the ship spent several in-port periods in the Republic of the Philippines.

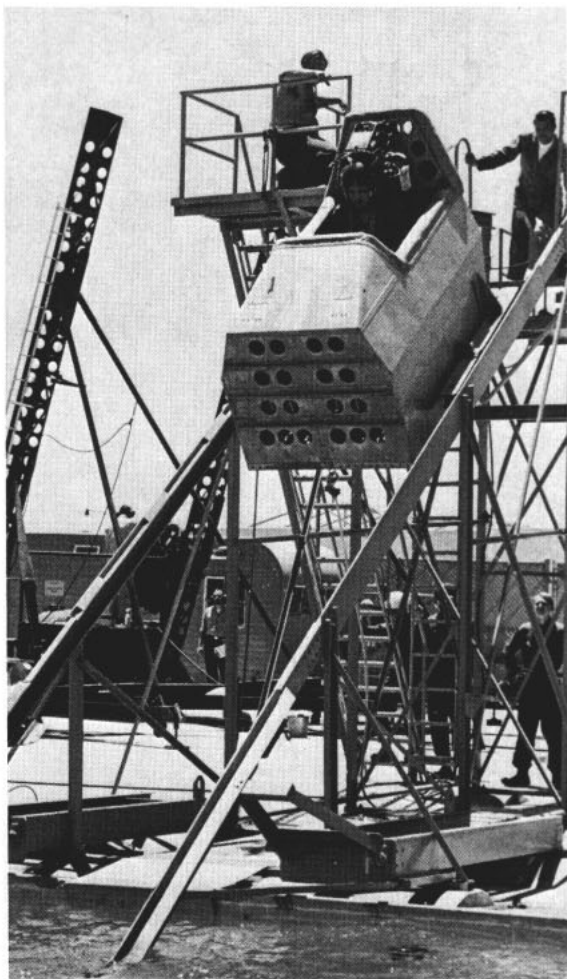
As *Ranger* was preparing to leave the Far East at the end of her eight-month deployment, volunteers officially turned over the school building project to an "action committee" of Filipino residents in the area, near Subic Bay Naval Station. The Luakan Elementary and Secondary School is now well on its way toward having a two-story six-classroom building—compliments of *Ranger* sailors.

Work extended over several months, during which volunteers donated their liberty time and part of their monthly paychecks to help rebuild the major classroom structure of the school compound. The school's main classroom building had been condemned for use since the fall of 1970 when Typhoon Patsy caused extensive damage to the structure.

WHEN *RANGER* was in port, a steady stream of crewmembers who had volunteered for the project were kept busy clearing rocks, digging trenches, laying foundations, mixing cement, and performing the many other tasks which go into building a schoolhouse. With more than 25 men working each day, volunteers tore down the ruined structure, dug the foundation, and built frames for concrete. Meanwhile, local Filipinos working on the school were busy pouring cement into molds, forming their own concrete blocks. Local citizens continued to work while *Ranger* was at sea, and when the ship returned to Subic Bay, volunteers returned to the project.

The end product is expected to be the finest school in the Bataan Province.

In addition to the beginnings of a new school building, *Ranger's* crew left many new friends when she departed Subic Bay at the end of her deployment. At a special meeting of the municipal council of Dinalupihan (which includes the Luakan school district), a resolution was drafted praising *Ranger* volunteers for their work "in the spirit of brotherhood which has long characterized the American ideals and tradition." The resolution added that *Ranger* crewmen demonstrated "how democracy and fine ideals work hand in hand, and that warm friendliness can be achieved between two nations."



A Wet Dive In A **DILBERT**

REMEMBER THE OLD METHOD of throwing beginners into the water to teach them to swim? Some old-timers say it worked quite well—it accelerated the learning process and, certainly, left a lasting impression.

The Navy still practices this method, although not for teaching swimming, but rather to teach pilots and aircrewmembers the art of survival.

One famous device used is the Dilbert Dunker, a mockup of an aircraft cockpit, which is designed to teach aviators how to get out of a submerged aircraft, and from an inverted position at that.

The dunker sits at the top of a platform with two steel rails extending down into a pool of water. The compact mockup is equipped with all of the general equipment found in most Navy cockpits—including a parachute.

After a student is strapped in and—on signal from an instructor—the dunker is released, it slides down



ONE THING members of the Navy's Explosive Ordnance Disposal (EOD) Teams must always keep in mind: the bomb can explode—anytime. This consideration more than any other one determines the actions and attitudes of the experts in the Navy who defuse explosive devices such as landmines, booby-traps, bombs, fuses, hand grenades and other explosives.

For these men, safety is not something to be strived for—it is an absolute necessity.

A good example of the care with which operations of EOD teams are undertaken occurred recently in Japan when a three-man group from EOD Mobile Unit One, Detachment Yokosuka Team, was called upon to defuse four World War II bombs, which had been dropped on Higashi Kurume City, a suburb of Tokyo, on 2 Apr 1945. Lying hidden beneath the earth, these bombs posed a serious threat to the people living in the area. They could have been detonated by an earthquake, which frequently occurs in Japan, or even by vibrations from large trucks rumbling through the area.

BOMB

In fact, the presence of such an earthquake explosion threat had spurred city officials to ask for help from the U. S. Navy. Six days before the bombs were removed, the city had felt the shock waves of a quake, and it was estimated that the bombs could still explode up to seven days afterwards.

A local construction company was contacted by Japanese military officials to remove the earth covering the bombs. Once the bombs were visible, local troops carefully removed the surrounding dirt, and city officials asked all residents within a 300-meter area to leave.

TEMPORARY SHELTERS were set up for these people, and local fire and police officials stood by to pro-

DUNKER

the rails and flips over just as it hits the water. The student sets his own time limit for getting out from the upside-down position.

This wet ride is usually repeated until each student feels confident in his own ability to survive should he be caught in such a situation.

DUNKER TRAINING is required for all Navy pilots and aircrewmembers and Navy aviation physiology training units are charged with training the aviators in all phases of water survival. In addition to the wet ride in the dunker, the aviators are also taught the proper use of the latest oxygen equipment, ejection seats, and the pertinent aspects of high altitude physiology.

Although not many aviators are expected to fly their aircraft into the water, chances are that each one, if ever faced with a life-or-death survival situation, will be thankful for his wet training in the Dilbert Dunker.



SQUAD

vide security for the vacant homes. As the EOD team made final preparations, traffic into the area was blocked off.

The actual operation didn't take long—but, of course, speed wasn't of primary importance. Aided by EN1 Robert J. Hufty and IC1 John R. Pinkiewicz, LT James T. Connor checked each bomb. Each fuse on the 500-pound explosives was covered with rust and mud, and they had to be carefully cleaned and lubricated before the work could proceed.

The fuses were then removed by using half-turns, one at a time. Two men worked on the bomb while a third acted as recorder. Once each of the fuses on the four bombs was gone, the danger was removed.

The techniques and skills required for doing such a

job take weeks of intensive training. EOD school, located in Indian Head, Md., lasts for eight months, during which time trainees are taught how to recognize, work on and disarm ordnance originating in all major nations in the world. They work on a variety of explosives and are also "scuba" qualified and instructed in water-mine disarming.

UPON COMPLETION OF THE SCHOOL and assignment to a team, the training continues. The men learn to work as a team and continue to learn from each other. Once every three years, the EOD man will return to Indian Head for a refresher course. This course lasts eight weeks, bringing him up to date on the latest ordnance.

When a man returns to his team from one of the courses, he is expected to pass on his knowledge of new equipment and methods to his shipmates. Because of the nature of the EOD work, the entire team's life may rely on one man's ability. In this field, everyone must be an expert—amateurs don't stay around long.

—By JO1 Jim Messner

MOTU Comes Aboard

OPERATING FROM SIX LOCATIONS in both the Atlantic and Pacific Fleets, a group of Navy troubleshooters are on call 24 hours a day to make emergency repairs to shipboard electronic and ordnance equipment. These specialists, part of the Mobile Technical Unit program, provide a service similar—in theory at least—to the patient-specialist relationship in modern medicine.

When a patient suffers from a rare disease or presents unusual medical problems, several doctors are called in for consultation. If the case is critical, a specialist is called. This is common practice and countless lives have been saved.

The Navy long ago realized the value of this procedure and adopted its own "lifesaving" program toward its sophisticated electronic and ordnance equipment. Officially, the Navy's groups of consulting specialists are known as MOTUs—Mobile Technical Units. Like the patient-specialist relationship, timing—how quickly expert help can arrive on the scene—is of paramount importance. Consequently, the Navy's MOTUs are primarily situated in every major naval port in the U. S.

When a difficult technical problem or a CasRep situation arises, wherever the ship is located at the time of the incident, skippers know they can turn to MOTU for help. All unit technicians are selected for their experience, expertise and ability to work under pressure and without supervision. On-the-job training of shipboard personnel and the execution of emergency assistance are just two of the everyday tasks performed by the MOTUs.

THE OLD ADAGE "all chiefs and no Indians" could explain to some degree the staffing of a MOTU, but only in terms of rank, not ability. Each of the present 12 MOTUs is composed of approximately 35 Navymen—all E-7s through E-9s—along with 12 civilians. Enlisted experts are chosen from eight different technical ratings: ET, FT, GM, ST, DS, RM, EW and IC. The unit civilians are contractor representatives and each has many years of experience in particular fields.

Actual assignment to one of the technical units is in accordance with Enlisted Transfer Manual (NavPers 15909), Chapter 9.4. All applicants' records are then screened, with particular attention paid to a man's professional performance. Only the very best qualified are selected. MOTU headquarters is located at the Naval Ordnance Systems Command (Code 04512) in Washington, D. C. It is this office that

has the responsibility for assisting BuPers in selecting the experts required to fill all MOTU military billets.

Established in 1962, MOTU is really a merger of the old Mobile Electronic Technical Units and the Mobile Ordnance Service Units. Although the selection of personnel and some of the administrative work are handled by the Washington headquarters, MOTUs are under the control of the Atlantic and Pacific Fleet's Service Force Commanders.

The 12 MOTUs are evenly split, six in the Atlantic and six in the Pacific. The Atlantic units are: MOTU 2, Norfolk; MOTU 6, Mediterranean, attached to ComServRon 6 at Naples; MOTU 8, Newport, and a detachment of MOTU 8 in New London; MOTU 10, Charleston; and MOTU 12, Mayport. MOTU 1, Pearl Harbor; MOTU 5, San Diego; MOTU 7, Yokosuka; MOTU 9, Treasure Island, San Francisco; MOTU 11, Long Beach; and MOTU 13, Subic Bay, are all part of the Pacific command. All units, with the exception of MOTUs 6, 7 and 13, are considered shore duty.

ONE SINGLE TELEPHONE CALL or a message is all that is required to activate a MOTU team. Within a short period, a highly qualified group of technicians can be aboard a ship to give expert assistance in locating the problem and repairing the equipment involved.

In addition to the quick repair of a wide range of sophisticated electronics and ordnance gear, a large portion of MOTUs' efforts are directed toward training shipboard personnel. When it's feasible and time permits, defective or inoperable equipment is brought into a shipboard or shore-based repair shop where on-the-job training for the ship's crewmen is provided. When requested by a ship, the MOTU team can set up a special course to cover a particular piece of equipment while providing the specialized instructors to teach.

Duty with a MOTU is not only challenging and interesting, it's also busy and sometimes frantically so. Many teams find themselves working long, continuous hours—sometimes through the night—to return critically needed equipment to an "up" status. Of course, the job is not without its frustrations. There are transportation problems and the constant stress of working under pressure to get the job done. But, all in all, men of MOTU reportedly are happy with their assignments and find the duty rewarding, from both a professional and personal standpoint.

—JOC Bill Wedertz, USN

ANOTHER STEP in the withdrawal of U. S. naval forces from the Republic of Vietnam's Military Region One was taken recently when five small craft were turned over to the Vietnamese navy in that area. The transfer of these five craft—four medium landing craft (LCMs) and one 50-foot utility boat—boosted the total number of boats received by the Vietnamese in that area to more than 100 since the start of ACTOV in 1969.

Lieutenant Commander L. V. Edwards and Lieutenant Commander Nguyen Van Quang represented their respective governments at the transfer ceremony held at the U. S. Naval Support Facility, Da Nang, where the ACTOV program originated. Prior to its turn-over, each of the boats was stripped to bare metal, inside and out, and repaired and painted. U. S. Navy-men, working primarily in advisory roles, helped Vietnamese sailors and civilians in the shipyard-type work.

Two Navymen Combine Their Talents, Produce P-3A Engine Cleaning Device

WHEN THE P-3A *Orions* of Patrol Squadron 17 fly from Naha, Okinawa, on an antisubmarine reconnaissance, they frequently dip to within a few hundred yards above the ocean. There's nothing wrong with that, of course, but it causes salt build-up on the engine turbine blades. A water injection system clean-



USS Eversole (DD 789) celebrated her 26th anniversary of commissioned service in July.

er was needed to flush out the accumulation. Since none was available through the usual supply channels, Petty Officers Dennis Hougdaahl and Jay Workman decided to build one.

Both Hougdaahl and Workman (who are aviation support equipment technicians) labored for a month and a half, then unveiled the fruit of their labor—a device based simply on pressurized cleaner solution which is forced through the turbine blades before being flushed out with pressurized distilled water. The machine cleans two engines simultaneously and, in the estimation of both its inventors, is as satisfactory and less sophisticated than similar devices they had used elsewhere.

More about...

Officers' Professional Development Program

SEVERAL APPLICATIONS submitted by officers for the Professional Development Program (see ALL HANDS, March 1972) have indicated that there is some confusion concerning the purpose of this program. A large majority of the officers who applied for the program requested assignment to a university in order to work on either a master or doctoral degree. These requests, with a couple of exceptions, were not approved since they were not within the spirit and purpose of the Professional Development Program.

This program is not intended to be another post-graduate education program in addition to the Post-graduate Selection Board or Doctoral Studies Board. Course work at a university may be included in a Professional Development Program, but only in support of a research project. A doctoral or master degree may be earned through this program, but generally this is permissible only for those who need only complete a thesis or dissertation to obtain their degree.

The following are examples of the types of programs considered appropriate for the Professional Development Program:

- Conduct study and research in transportation in cooperation with the Department of Transportation, the Interstate Commerce Commission, and attend selected courses at a university in Washington, D. C.
- Conduct research with the Communications Satel-

lite Corporation (COMSAT) in order to gain a comprehensive overview of operational procedures through direct participation in the activities of each of its major organizational divisions.

- Conduct research and study in the field of international commerce through a cooperative position with the Bureau of International Commerce, Department of Commerce.

- Conduct research through a cooperative research assignment with the Lockheed-California Company to study the implications, both material and operational, of integrating an S-3A detachment or squadron into an Attack Carrier Air Wing.

- Conduct independent research in the field of advanced ASW sensors at the Marine Physical Laboratory at Scripps Institution of Oceanography.

- Conduct an in-depth research project in the fields of telecommunications and data processing with the National Cash Register Company.

Further details and application procedures for the Professional Development Program will appear in an OpNav notice to be published in October 1972. If information on the program is desired before then, officers should contact Lieutenant Commander Carlton W. Canaday (OP-993C1) by calling Autovon 222-4938 or writing to the Chief of Naval Operations (OP-993C1).



Top: At the break of day, aircraft are ready for the first launch. Above: Around-the-clock maintenance is needed to keep aircraft ready for each day's flights.

The Blue "flying high"

THIS SUMMER, if you happen to see six *Phantom* jets flying a mere 36 inches apart and doing better than 400 knots, you'll be more than just seeing things.

The things you'll be seeing probably will be the Navy's Flight Demonstration Team—better known as the Blue Angels. They're in their 26th year of demonstrating an unmatched professional excellence to audiences around the world.

The current season is expected to run for a total of 180 demonstrations from spring through November. Then the crews can retire for a little rest and a lot of winter training to prepare for another flying season next year.

The Blue Angels normally fly with four planes in a diamond formation, and it's from that formation that they perform most of their maneuvers. In addition to the four basic planes there are two solo pilots who fly simultaneous opposing maneuvers during the shows.

Safety, of course, is the one factor placed above all

List of New Motion Pictures Currently Available to Ships and Overseas Bases

HERE'S A LIST of recently released 16mm feature motion pictures available to ships and overseas bases from the Navy Motion Picture Service. Movies in color are designated by (C) and those in cinemascope by (CS).

The Impatient Heart (C): Drama; Michael Brandon, Michael Constantine.

Romance of a Horsethief (C): Adventure-Comedy; Yul Brynner, Eli Wallach.

The House That Dripped Blood (C): Horror; Christopher Lee, Peter Cushing.

Night of Dark Shadows (C): Horror-Drama; David Selby, Lara Parker.

Something Big (C): Western-comedy; Dean Martin, Brian Keith.

See No Evil (C): Melodrama; Mia Farrow, Robin Bailey.

Making It (C): Comedy-drama; Kristoffer Tabori, Joyce Van Patten.

Star-Spangled Girl (C): Comedy; Sandy Duncan, Anthony Roberts.

The Love Machine (C): Drama; John Phillip Law, Dyan Cannon.

Soul To Soul (C): Documentary; Tina Turner, Wilson Pickett.

Desperate Characters (C): Drama; Shirley MacLaine, Kenneth Mars.

Shinbone Alley (C): Animated cartoon.

Marriage of a Young Stockbroker (C): Comedy; Richard Benjamin, Joanna Shimkus.

Bless The Beasts and Children (C): Drama; Barry Robins, Bill Mury.

Pigeons (C): Comedy; Jordan Christopher, Jill O'Hara.

Operation Heartbeat (C): Drama; Richard Bradford, James Daly.

The Anonymous Venetian (C): Drama; Tony Musante, Florinda Bolkan.

Carry On Camping (C): Comedy; Sidney James, Joan Sims.

Whoever Slew Auntie Roo? (C): Suspense Drama; Shelley Winters, Mark Lester.

A Howling In The Woods (C): Drama; Barbara Eden, Larry Hagman.

The Cowboys (CS) (C): Western; John Wayne, Roscoe Lee Brown.

Snow Job (CS) (C): Adventure Drama; Jean-Claude Killy, Vittorio de Sica.

Carnal Knowledge (CS) (C): Drama; Jack Nicholson, Ann-Margret.

Catlow (C): Western; Yul Brynner, Richard Crenna.

Joe Hill (C): Historical Drama; Tommy Berggren, Anja Schmidt.

The Bear and the Doll (C): Comedy; Brigitte Bardot, Jean-Pierre Cassel.

Who Says I Can't Ride a Rainbow (C): Comedy; Jack Klugman, Norma French.

Angels... for 26 years

others in the training and execution of the demonstrations. Flying so close and so fast leaves very little margin for error. But safety begins long before the planes are airborne. Ground crews constantly work on the planes, checking and rechecking equipment, and consulting with the pilots to make sure that nothing goes amiss when the planes are in the air.

This constant surveillance goes on through the entire season and during the winter training periods as well.

In the air, a pilot who anticipates trouble can call off a maneuver at any point. When a formation is cleared, the planes shoot off in different predetermined directions, which makes for a spectacular sight itself.

Traveling with the team of pilots are a narrator, public affairs officer, a maintenance officer and 101 enlisted men. The enlisted members are split into two road crews that spend about 280 days away from their home base in Pensacola, Fla.



Top: All six aircraft fly closely together in the Delta Formation. Above: The beginning as the public sees it—Blue Angel pilots for the 1972 season.

Earth II (C): Science Fiction Drama; Gary Lockwood, Tony Franciosa.

Made For Each Other (C): Comedy; Renee Taylor, Joseph Bologna.

The Steagle (C): Comedy Drama; Richard Benjamin, Chill Wills.

Blood Rose (C): Drama; Philippe Lemaire, Annie Duperey.

Madron (C): Western; Richard Boone, Leslie Caron.

The Racing Scene (C): Racing Documentary; James Garner, Pamelli Jones.

Going Home (C): Drama; Robert Mitchum, Brenda Vaccaro.

Creatures The World Forgot (C): Science Fiction; Juliet Ege, Tony Bonner.

Scars of Dracula (C): Horror; Christopher Lee.

Blue Angels Peak

A formerly unnamed mountain peak near El Centro, Calif., has been named Blue Angels Peak in honor of the Navy's flight demonstration team.

The Imperial County Board of Supervisors recommended the name to the Board of Geodetic Names in Washington.

The Blue Angels have flown out of NAF El Centro for practice during the past several winters. The team operates from NAS Pensacola, Fla., from March through December each year.

The 4549-foot mountain is in the San Diego range in the southwestern corner of Imperial County, about 30 miles west-southwest of El Centro. It is the highest point in the county.

AFRTS "Open Gangway" Creates Command Communications Channel

TELEVISION has now become an essential part of the communications channel between the command, the members, and their dependents at the U. S. Naval Security Group Activity, Misawa, Japan. A weekly program called "Open Gangway" has provided each group connected with the activity an opportunity to express its views on problems and solutions to the problems facing the community.

"Open Gangway" is an interview and information show telecast over AFRTS Far East Network station, channel 73, at Misawa Air Base.

The idea for the show came after Chief of Naval Operations Admiral Zumwalt suggested to commands that they find new ways of obtaining the opinions and views of all those connected with their activities. "Open Gangway," consequently, is aimed at Misawa's Navy/Marine Corps community and relies heavily on it for program suggestions, ideas, and questions which are periodically aired.

Among the topics discussed are command structure, transfers, advancements and Z-grams. Mrs. Pat Doherty, a co-moderator for the show, aids in giving the feminine point of view to the listeners.

"The name 'Open Gangway' reflects the free flow of information we desire to have with our viewing audience," Chief Communications Technician Chuck Snyder, the show's moderator-producer, said.

Below: BT1 David R. Cauthen, USN, the Navy Federal Credit Union's 200,000th member, is pictured with his wife Patricia and daughters Tammy and Angela, shortly after his arrival at Washington's Dulles International Airport.

200,000th MEMBER



Navy Federal Credit Union

Right, top: BT1 Cauthen is introduced to President Nixon's Special Advisor for Consumer Affairs, Mrs. Virginia H. Knauer, by NFCU President RADM V. A. Lascara, SC, USN. Right, bottom: Cauthen is presented with a commemorative certificate as the NFCU's 200,000th member by RADM Lascara while Mrs. Knauer and other guests applaud.



AT THE 39TH ANNUAL MEETING this spring the Navy Federal Credit Union welcomed aboard Boiler Technician 1st Class David R. Cauthen as its 200,000th member. He applied for membership through NFCU's branch office in Naples, Italy.

Arrangements were made for Cauthen to take leave from his ship, the destroyer *uss Vogelgesang* in the Mediterranean, and fly by jet from Athens, Greece, to Washington, D. C. At Dulles Airport, he was reunited with his wife Patricia and two of their daughters, Tammy, 12, and Angela, nine, all for free, courtesy of the NFCU, as its 200,000th member.

During the next three days, the Cauthens toured the Capital — a first visit for all. They visited the Navy's Memorial Museum at the Washington Navy Yard, observed operations of NFCU's business office, and attended the credit union's annual meeting as honored guests. At the meeting, Cauthen was congratulated by Mrs. Virginia H. Knauer, the Special Assistant to President Nixon for Consumer Affairs. He also met top NFCU, Navy and Marine Corps officials, and was the recipient of a special certificate designating him as the 200,000th member of NFCU.

The family then drove to Virginia Beach, Va., where they spent the remaining days of Cauthen's leave before he returned to *uss Vogelgesang*. Cauthen took with him to the Med a unique album highlighting his special leave in the U. S. Cauthen has been in the Navy since 1959 and previously served in the carriers *uss Ticonderoga* and *uss Lexington*.



Now It's More Convenient Than Ever To Visit Your Detailer in Washington

IF YOU COME TO WASHINGTON to visit your enlisted detailer in the Bureau of Naval Personnel, you—and your family—will probably find it a more pleasant experience than in times past due to a couple of recent innovations at BuPers. While you're talking business with your detailer, members of your family can be enjoying themselves in a new reception room in the eighth wing of the Navy Annex. And, equally important, you can park your car right outside, near the reception room in one of the eight spaces reserved specifically for Navy enlisteds visiting their detailers.

When you arrive at the compound, a gate sentry will issue you a card for display in your car window authorizing you to use the parking facilities. Once inside, you'll be greeted by a receptionist who will escort you to your detailer's office and welcome your dependents to the reception room, which is open weekdays from 0800 to 1600. These new services are part of a continuing effort by BuPers to encourage better communications between Navy people and their detailers.

Insurance Policy Revisions by DOD Could Result in Savings for Buyers

THE DEPARTMENT OF DEFENSE has recently revised policies concerning automobile and life insurance policies in ways which may mean savings to insurance buyers. According to DOD directive 1344.1, DOD will no longer apply separate standards and requirements in the field of automobile insurance but will accept the standards and laws of the state in which the military installation is located.

The directive also prohibits active duty military personnel and civilian employees of DOD from representing any insurance company as an agent, with or without pay, on military installations. Solicitation by insurance agents must be made by appointment, and all agents must be given an equal opportunity for interviewing military members.

Suggestions in the directive also include military counseling when possible before insurance is purchased.

Insurance policies offered to military personnel on military stations must comply with the law of the state or country where the installation is located. They must contain no restrictions by reason of military service or job specialty unless clearly indicated on the face of the policy, and they must plainly state any extra premium charges due to these restrictions.

Hair-grooming Services Modernized To Give Style Within Military Standards

HAIR-GROOMING FOR SAILORS? Back in the "good old days," the "hair style" of a sailor was generally the product of the desires of his chief and the mood of his barber. He wasn't consulted very often.

All that, of course, has changed—and the process of change is continuing. Now the Navy Resale System

Office (NRSO) in Brooklyn, N. Y., has developed a program of improving and modernizing hair-grooming services being provided in Navy exchange barber-shops and beauty salons.

The emphasis is personalized hairstyling, and the goal of the program is quality service. Consequently, NRSO has prepared and distributed posters, booklets and other training aids to all barber and beauty shops and now has 15 special slide presentations showing step-by-step procedures of hairstyling.

"Natural" or Afro styles are a big part of the program with barbers and beauticians now being given special instructions in cutting and styling curly hair. They are also taught techniques to allow hair to conform to military grooming standards while still providing individuality and current stylishness.

Another part of the program is supervised on-the-job training. Exchanges are authorized to contract for the services of local professionals to instruct exchange employees in current techniques. Where local help isn't available, NRSO can supply a specialist to assist in the training.

Training sessions have thus far been conducted at Guantanamo Bay, Guam, Taipei, Japan, and even aboard USS Ranger (CVA 61), USS Midway (CVA 41), and USS Oriskany (CVA 34). During these sessions, the supervisor performs the first styling and then turns the work over to the local barbers and beauticians, who may develop styles on their own. Each activity is provided with instructional material to which the employees can later refer.

List All Intermediate Stops

NAVYMEN SOMETIMES CAN'T AVAIL THEMSELVES of space available transportation aboard a Military Airlift Command (MAC) plane because their leave authorization or the detaching endorsement on their PCS orders doesn't list all countries through which travel is required.

The travel documents of a man going to the Republic of the Philippines, for example, might simply list his ultimate destination but, unless direct transportation were available, he would be out of luck. If, on the other hand, his papers listed such intermediate points as Guam or Okinawa, he might be able to take advantage of intermediate MAC flights from Hawaii to one of these points, thereby saving himself some money.

The moral is this: Make sure that all intermediate stops which the traveler could make en route to his destination are listed on his leave authorization or the detaching endorsement of his PCS orders. If they are not, MAC passenger service personnel will not permit the use of aircraft to these points.

Full details concerning this facet of MAC space available travel can be found in BuPers Inst 1050.11A of 2 Aug 1971. BuPers Notice 1050 of 21 Apr 72 outlines difficulties encountered because of lack of compliance with the August 1971 instruction.

letters

Payment for Lost Leave

SIR: Is there any way to be reimbursed for seven days' leave I lost for having 67 days on the books the last day of June?—ATI O.R.C.

• *Normally, earned leave in excess of 60 days is not carried forward to the ensuing fiscal year or at the effective date of the first extension of enlistment, discharge, or separation from active duty. As pointed out in BuPers Manual Article 3020120, the individual may build up more than 60 days' leave during the fiscal year, but may carry forward only 60 days to the next fiscal year. This rule is based upon Title 10, U. S. Code, Section 701.*

The exception to the 60-day limit is also provided for in the same law. It allows a member who serves on active duty for a continuous period of at least 120 days in an area in which he is entitled to hostile fire pay to accumu-



late 90 days' leave. But, this section also provides that "leave in excess of

60 days accumulated under this subsection is lost unless it is used by the member before the end of the fiscal year after the fiscal year in which the service terminated."—Ed.

Military Retirement

SIR: As a U. S. Navy lieutenant commander who was last year retired by law after 30 years of continuous active duty, I am alarmed at the revamp of the military retirement law proposed by the President's Interagency Committee on Military Retired and Survivors' Benefits.—J. D. G., LCDR, USN(R).

• *Inasmuch as you are already retired, you needn't be alarmed because the Committee's recommendations, if adopted, wouldn't affect you or other Navymen on the retired list. For the benefit of those equally concerned who are still on active duty, a DOD Study Group on Military Retirement has examined the Interagency Committee proposal along with possible alternatives.*—Ed.

• *uss Reid (DD 369)*—A reunion will be held in Annapolis, Md., on 20-22 Jul 1973. For details, contact Robert T. Sneed, 1537 North 59th Street, Milwaukee, Wisc. 53208.

• *82nd CB and 519th CBMU*—A reunion has been planned to be held at Saratoga Springs, N. Y., on 1-3 September. James Greenwood, 995 Emerson Drive, Dunedin, Fla. 33528, has the details.

• *uss Gilmer (DD 233) (APD 11)*—Members of Milwaukee's 29th and 32nd Division Naval Reserves, and members of S.C. 412 who were part of Milwaukee's Reserve and called to active duty in 1940, are invited to attend a reunion in Milwaukee on 21 October. For information contact Frank A. Prebezich, 7020 North 98th Street, Milwaukee, Wisc. 53224.

• *Patrol Squadron 661 (VP 661)*—Members and former members who served during the 1961-1962 Berlin callup are invited to attend a reunion in September. For informa-

Reunions

News of reunions of ships and organizations will be carried in this column from time to time. In planning a reunion, best results will be obtained by notifying the Editor, ALL HANDS Magazine (Pers-P31), Bureau of Naval Personnel, Navy Department, Washington, D. C. 20370, four months in advance.

tion, write AT1 Lewis W. Johnson, 7004 Cresthaven Drive, Glen Burnie, Md. 21061.

• *Patrol Squadron 82*—A first reunion is being held in Anaheim, Calif., on 25-27 August. Please write to Stewart W. Singdale, 4106 West Kent Avenue, Santa Ana, Calif. 92704, for details.

• *35th Seabee Association*—The 27th annual reunion will be held in Providence, R. I., 1-3 September. For further details, contact Phil

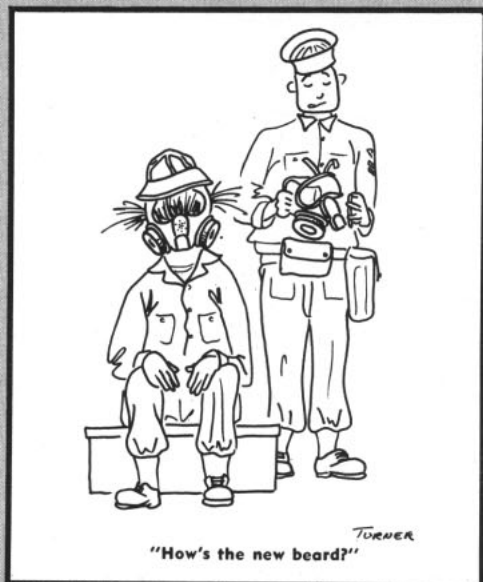
Silver, 324 Stratford Court, Westbury, Long Island, N. Y. 11590.

• *uss Medusa (AR 1)*—The 26th annual reunion and picnic will be held on 20 August in Peck Park, San Pedro, Calif. For further information, write M. A. Moss, 3530 Gardena Avenue, Long Beach, Calif. 90807.

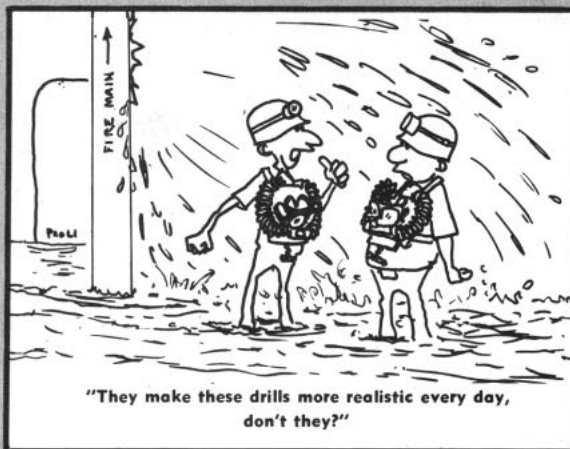
• *70th NCB and 1005 and 1006 Seabee Detachments*—The 31st anniversary reunion will be held at Naval Construction Battalion Center, Quonset Point, R. I., in September. Contact Robert Gunnigle, 237 Dartmouth, Hicksville, Long Island, N. Y. 11801.

• *Philadelphia Naval Hospital*—A reunion for personnel stationed at the hospital from 1967 to 1968 will be held in Philadelphia later this year. For further information, write to Bob Quinlan, 75 Analomink Street, East Stroudsburg, Pa. 18301.

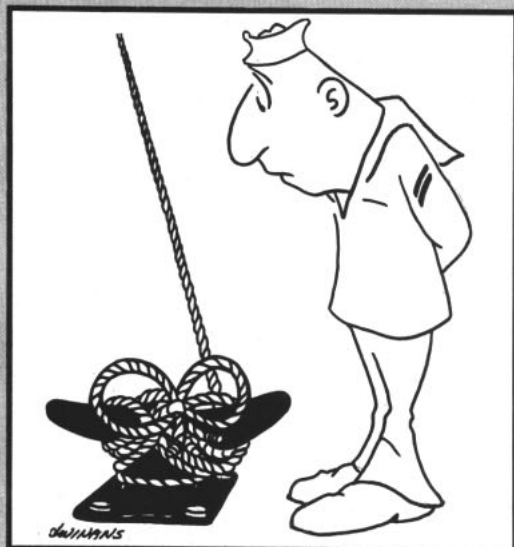
ETN2 Philip H. Turner



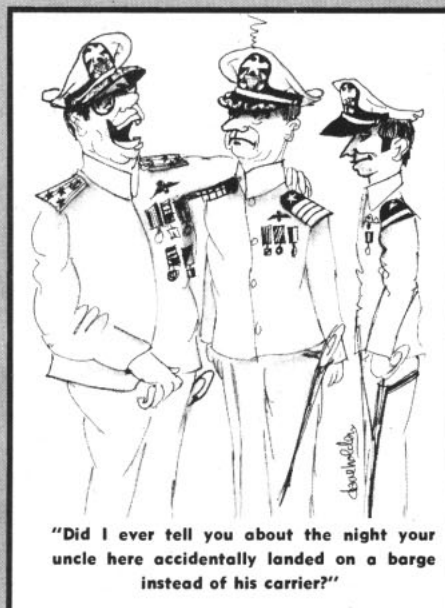
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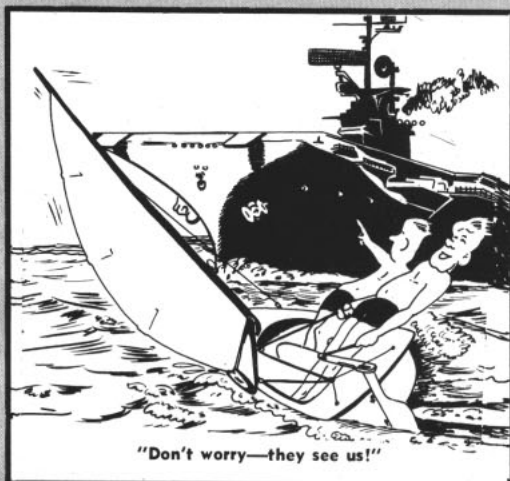
CTA1 Donald L. Winans



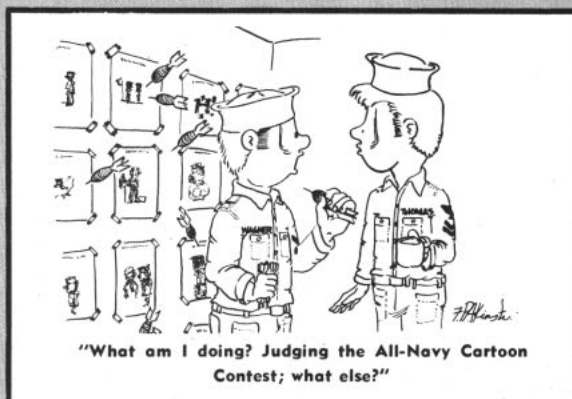
GMG3 David L. Holden



LT Robert A. Beaty



DM3 Frederick P. Akins, Jr.



on the
serious side

TAFFRAIL TALK

LAATEST WORD from the 204 American sailors and scientists at McMurdo Station, Antarctica—who recently celebrated the midseason of their seven-month isolation—is jovial, to say the least. Their celebration took the form of a three-day “winter wonderland” weekend highlighted by the first annual Ross Island Games with participants from New Zealand, Great Britain, the Soviet Union and the United States.

Outdoor events in the minus 25-degree weather included modified forms of soccer and track, and sled races held in the lighted “ice stadium” created at Winter Quarters with more than 10 inches of fallen snow. McMurdo Square Garden, a renovated old firehouse, was the scene of basketball, volleyball and badminton games; bowling, pool and dart tournaments were also held during the exclusive “By Invitation Only” sports festival. The holiday weekend was dramatically ended with a performance by the “McMurdo Follies,” who, we hear, are the CO’s threat to the Rockettes.

★ ★ ★

“WE’RE AT 9 thousand feet; how’s the dough holding?” It may be unusual, but cooking at 9 thousand feet is no joke, especially if lives depend on it. In this case, the emergency was not of such an immediate nature. It did call on Navy inventiveness and ingenuity to answer a challenge sounded from the bottom of the world. What prompted two Navy commissarymen assigned to Antarctic Support Activities to climb into a Navy high-altitude pressure chamber to make pretzels? Here’s the story as J03 T. L. Wilborn tells it.

It all began when the U.S. Amundsen-Scott South Pole Station, currently isolated for over seven months at the geographic South Pole during the Antarctic winter, ran out of potato chips and sent a plea for a pretzel recipe to the headquarters of Antarctic Support Activities in Davisville, R. I. Immediately, Commissarymen 1st Class Robert C. Andrews of Riegelwood, N. C., and Hugh B. Miller of Bristol, R. I., went to work testing recipes for use at the station which is 9036 feet above sea level. Ideas were tossed around and when a feasible solution was discovered, the two Navy cooks climbed into a high-altitude pressure chamber in Quonset Point, R. I., to test and evaluate the pretzels. In a short time, the exact formula was discovered and the recipe was radioed to the South Pole. The formula needed only extra water to compensate for the high altitude. The last word heard from the men at South Pole Station was “Crunch.”

★ ★ ★

WHEN THE United States Olympic Team goes to Munich, Germany, this summer, part of the tab will be picked up by USS *Lang* (DE 1060), a Long Beach-based ocean escort.

The ship’s 230 officers and men recently completed a fund drive for the United States Olympic Team which raised \$1653—and all but a few dollars of the money came from the members of the crew.

The fund drive, which was organized by Lieutenant (jg) Bruce O’Neil, was kicked off to help America’s Olympic athletes pay the anticipated \$10.5 million bill. Some of the team’s expenses will include transportation to Europe, uniforms and equipment, training programs and living costs.

The All Hands Staff

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• **VIEWING FROM THE TOP**—A P-3 crewman combines his 20-20 vision with the Orion’s mechanical sight during his reconnaissance flight. Photo by JOCS Jim Falk, USN.



